

THE GEORGE WASHINGTON UNIVERSITY
Washington, D.C.

MINUTES OF THE REGULAR MEETING
OF THE FACULTY SENATE HELD ON
SEPTEMBER 12, 2008, IN THE STATE ROOM

Present: President Knapp, Executive Vice President Lehman, Registrar Amundson, Parliamentarian Charnovitz; Deans Barratt, Dolling, Futrell, and Phillips; Professors Benton-Short, Biles, Castleberry, Cordes, Corry, Costanza, Galston, Garris, Griffith, Harrington, Helgert, Hotez, Johnson, Lipscomb, Miller, Pagel, Parsons, Plack, Robinson, Rycroft, Wilmarth, Windsor, and Wirtz

Absent: Deans Brown, Katz, Lawrence and Scott; Professors Artz, Becker, Englander, Marotta, and Simon

The meeting was called to order by President Knapp at 2:15 p.m.

IN MEMORIAM

Professor Philip Wirtz read a memorial tribute to Professor Phillip D. Grub, Aryamehr Professor Emeritus of Multinational Management. (The tribute is attached.)

APPROVAL OF THE MINUTES

The minutes of the meeting held on May 9, 2008 were approved as distributed.

CHANGE IN THE ORDER OF THE AGENDA

Professor Wilmarth requested and received unanimous consent to change the order of the agenda so that Associate Vice President Rulnick could present her report as the next item of business. He also advised that Dr. Lee Smith was unable to be present as scheduled to report on the University Faculty/Employee Assistance Program.

PRESENTATION ON ALUMNI RELATIONS AND OPPORTUNITIES FOR FACULTY INVOLVEMENT

Adrienne A. Rulnick, Associate Vice President for Alumni Relations and Development, distributed copies of her powerpoint presentation before providing highlights of the report. (The Report is attached.) She began by providing a snapshot of the organization charts for the three divisions under her supervision -- Alumni Relations, Annual Giving, and Leadership Annual Giving. The central Alumni Relations staff members are housed at the Alumni House at 1918 F Street, the former GW Club. Four presidential administrative fellows serve on the Alumni Relations and the Leadership Annual Giving staffs. Three school alumni programs, Columbian College of Arts and

Sciences, the School of Engineering and Applied Science, and the Elliott School of International Affairs, are also housed in Alumni House. Alumni Relations also works closely with each of the other school's alumni offices, and Vice President Rulnick said she thought it worth noting that this is the first time in GW's history that every school has a dedicated staff member working with alumni.

Alumni Relations also provides staff support to the GW Alumni Association (GWAA). The current president of the GWAA, Richard Crespin, is an alumnus of the Elliott School, and has been very visible on campus in the past year. As described in the report, GWAA offers a number of benefits to GW graduates, including affinity programs, discounted services, and educational offerings. Significant outreach is also provided through Alumni Career Services and numerous volunteer opportunities. The GWAA has established six standing committees and two ad hoc committees, as listed in the report. Vice President Rulnick noted that the Career Services Committee, formerly an ad hoc committee, is now a standing committee. Through its committees and sponsored activities, the GWAA works to achieve three goals which dovetail with President Knapp's three goals for the University: Enabling Lifelong Engagement, Gathering a Voice for Alumni, and Creating a Culture of Philanthropy. A major event sponsored by Alumni Relations occurs the weekend of September 25 - 28. Over 2,000 attendees are expected on campus at Alumni Weekend. More than fifteen affinity groups, as listed in the report, are expected to participate.

Vice President Rulnick's report provides extensive information concerning the growth and nature of alumni programs at GW, particularly in the last year. There are eight primary alumni chapters and twelve alumni clubs. Over 8,000 alumni attended 200 events last year, not including events sponsored by the individual schools. This includes attendance at functions held on campus, across the US, and around the world. Vice President Rulnick described several of the programs highlighted in her report, among them student/alumni programs such as Dinner with Alumni, Alumni Networking, and a series called "How Do I Become a [Foreign Service Officer, TV Producer]. In partnership with the Career Services Office, this program not only provides information to students about career options, but also makes it possible for students to interact with alumni working in the featured field. Other programs include the YAN - Young Alumni Network, which serves 27,800 recent graduates, i.e. those who received their degrees within the last ten years. This Network sponsors events in Washington, D.C. and New York City.

Turning to the area of international alumni relations, Vice President Rulnick said that her office is working hard to fulfill their mandate to create a lifelong and worldwide alumni community - in the words of the report, through networking, informational exchange, and the provision of professional educational opportunities. The University has hired its first director in this area, Oksana Carlson, who worked most recently at Johns Hopkins University after receiving a degree in international business from GW. GW has between 10,000 and 15,000 alumni in more than 150 countries; nearly 50% of this group is from Asia, with the other two largest concentrations from Europe and the Middle East. There are five existing active international GW alumni chapters in Korea, China, Hong Kong, London, and Turkey. The report provides information about alumni events scheduled this year to facilitate contact with international alumni and develop these chapters. In addition to the Alumni International Network and MENA (Middle East and

North African Region), Alumni Facebook groups have been established in Shanghai, Paris, Morocco, Saudi Arabia, and Greece. In connection with this outreach to international alumni, Vice President Rulnick said it would be very helpful in building these local groups if faculty members traveling to foreign countries would get in touch with Alumni Relations and let the office know of their travel plans. In this way, local alumni organizing events can include traveling faculty in their activities.

Another way in which faculty members could assist the Alumni Relations Office in its international outreach is by letting the office know about their connections with faculty members abroad, for example, visiting scholars who have spent time at GW. These individuals are often highly respected in their home countries and their connection to GW and its alumni in other countries can be a fruitful source of developing relationships with international alumni.

In the area of communications, the Alumni Relations website registers over 23,000 unique "visits" per month. There is also an active online community. Colonial Cable, an e-mail newsletter, has a readership of 13,000 per month, and the *GW Magazine* is published twice a year, with a circulation of 200,000. Other multimedia and technology innovations, including video networking, blogs, and links to Facebook are under development as described in the report. In connection with these activities, Vice President Rulnick said that the input of young staff familiar with these technologies has been invaluable. Another new program called Razume.com was started by a recent alumnus last May, and provides an opportunity for students to post their resumes online, to be critiqued by a group of people in the Business School.

Turning to philanthropic outreach, Vice President Rulnick reported that a total of \$6 million in gifts to the Annual Fund was received last year from more than 19,000 donors, a 16% increase over the year before. Direct marketing and e-solicitations brought in another \$3 million, or a 10% increase over the previous year. President Knapp pointed out that these totals represent gifts to the Annual Fund, but do not include the total amount contributed to the University by alumni each year; that total is far higher, an observation with which Vice President Rulnick agreed.

The report also provides information about the Senior Class Gift 2009, which will receive a dollar for dollar match from the Co-Chairs of the Luther Rice Society. Leadership Annual Giving is a category of annual giving established by the Luther Rice Society that seeks to build on student involvement in the Senior Class Gift campaign. Three levels of giving have been established for recent graduates, with a goal of pledges of \$1,000 from alumni graduating from the University after ten years. Special initiatives established under Leadership Annual Giving are the Luther Rice Advisory Council and the sponsorship of more than 60 events to be held during fiscal year 2009. Of particular interest are several special interest networking groups open to Luther Rice Society members in several career fields, including the GW Entertainment and Media Alliance, GW Real Estate Alliance, the Alumni and Politics Alliance, and the GW Financial Services Alliance. These alliances all provide professional development for members in addition to social and employment opportunities.

Professor Helgert asked how many alumni GW has at present. Vice President Rulnick responded that the latest number is about 225,000. Establishing contact with a large alumni population at a time when many people have eliminated their home telephone landlines is a challenge which requires creative solutions, but the effort to locate GW graduates and develop relationships with this sizeable and diverse alumni population is ongoing.

RESOLUTIONS

RESOLUTION 08/2, "A RESOLUTION TO AMEND THE *FACULTY ORGANIZATION PLAN* WITH REGARD TO THE COMPOSITION OF THE FACULTY SENATE"

On behalf of the Committee on Professional Ethics and Academic Freedom (PEAF), Professor Garriss introduced Resolution 08/2. The principal purpose of the Resolution is to amend the *Faculty Organization Plan* to provide for the addition of two Senate members from Columbian College of Arts and Sciences (CCAS), so that the College would be represented by eleven senators, rather than nine.

Professor Garriss outlined aspects of the proposal discussed by the PEAF Committee, and some of the Committee's concerns. To illustrate the discussion, he related the struggle of the founding fathers at the U.S. Constitutional Convention in 1787, when it met in Philadelphia. From the very beginning, delegates found themselves divided over the issue of how best to allot legislative representation for the states. Professor Garriss quoted an entry from the Encyclopedia Britannica, which described how Edmund Randolph proposed that a bicameral legislature be established, with representation from each state based on population and wealth. This plan was deemed the Virginia Plan. William Patterson, Roger Sherman and others favored what became known as the New Jersey Plan, in which each state would have an equal number of representatives. The compromise measure offered by Oliver Ellsworth, Roger Sherman and others advocated a bicameral legislature with proportional representation in the lower house, where revenue measures would originate, and equal representation in the upper house. What came to be known as the Great Compromise was adopted and is embodied in Article I. Section I. of the United States Constitution.

The main issue in the Convention's discussion of representation centered on what is termed the tyranny of the majority, where small states like New Jersey, New Hampshire and Rhode Island would be overwhelmed by larger states like Virginia, with the large states totally dominating what goes on in Congress. Concern about this concept of the tyranny of the majority is still an issue today around the world, in countries as diverse as Iraq, Russia, and China. From a democratic viewpoint, Professor Garriss said that the idea of one person-one vote sounds great, but it can lead to a lot of problems in heterogeneous groups.

Professor Garriss observed that the scheme of Faculty Senate representation in place at GW most closely follows the New Jersey Plan. With minor exceptions, there are basically three representatives from each entity represented in the Senate. Columbian College, with nine representatives, seems to be an exception, but the College is comprised of three

distinct divisions – the social and behavioral sciences, the arts and humanities, and the natural and mathematical sciences. Basically there are three representatives for each of these divisions. Each other school also has three representatives, with the exception of the two newest schools, the Elliott School of International Affairs, and the School of Public Health and Health Services. Presumably, sooner or later, when they grow enough they will have three representatives too.

Professor Garriss said the Committee did not make an exhaustive study of how other universities apportion representation in their senates, but a limited inquiry disclosed that other institutions follow many different patterns. Columbia University, which is somewhat similar to GW, utilizes a New Jersey Plan, with equal representation from its schools. One of the two faculty members from each school is tenured, and the other is non-tenured, an arrangement which GW might wish to consider at some point. The school of arts and sciences, like GW, has three divisions: social science, arts and humanities, and natural and mathematical sciences. Each of these divisions is allotted two representatives, just as is the case at GW. At Tulane, representation is proportional, as in the Virginia Plan. Stanford takes into account each school's enrollments, the number of graduates, and other factors in determining representation.

Professor Garriss said that Resolution 08/2 had been discussed a lot, and the Committee concluded that there were a number of pros and cons. An argument for additional representation for CCAS is contained in the first Whereas Clause of the Resolution; since Columbian College now holds 32.1 percent of Senate seats the number should be increased by two seats to bring representation to the level it was in 1987 [the date the *Faculty Organization Plan* was last published.] It could also be argued that in 1987 there were 10 Senate seats representing Columbian College and the Graduate School of Arts & Sciences (GSAS) faculty. As GSAS was abolished as a separate school, it would be logical for Arts and Sciences representation to increase. Also, before the Elliott School of International Affairs was formed, the school of international affairs was apportioned one seat; now the Elliott School of International Affairs is a separate degree-granting School which has two representatives, so it could be argued that for this reason Columbian College representation should be increased.

Professor Garriss said that in his years on the Senate, he had found it a very congenial, friendly environment where parochial issues are purposely avoided and, to the extent possible, the Senate does not intrude on school-specific issues. Another point that arose during the PEAFF Committee's deliberations is that it is difficult to find people to serve on the Senate from all of the Schools, so perhaps it is a good idea to increase Columbian College representation as the College may be a good source of people who are interested in getting involved in faculty governance issues.

On the negative side, there is the argument made about the tyranny of the majority. The newer schools may have concerns not necessarily shared by Columbian College, and there is a feeling that these concerns may be pushed to the back burner. That's a very serious concern. As previously mentioned, it is already difficult to get people involved in the Senate, and this may become worse because, if Columbian College has more representation, it may seem that the Senate is a Columbian College Senate rather than a University Senate.

Yet another issue that came up in discussion is that the Senate is comprised of tenured faculty members, many of whom have served for a long time in the Senate. In the minds of some, this may tend to suppress new issues that might affect other faculty members at the University. The PEAFF Committee found no compelling argument to add Senate representation based on the overall number of faculty members at the University, as these numbers seem pretty constant since 1987.

The PEAFF Committee did not conclude that Resolution 08/2 was one that should [or should not] be adopted – it came to the Committee as a result of concerns expressed in the Columbian College. In bringing the Resolution forward, the Committee simply decided to introduce the proposal for discussion by the full Senate.

Professor Wilmarth said that he thought that Professor Garriss had summarized the PEAFF Committee's deliberations accurately, and there were certainly a variety of opinions about the merits of the Resolution. Within Columbian College and the Dean's office there was a strong feeling that the College's representation had effectively been reduced since 1987, and that view was forcefully presented to the Committee. Within the Committee, there was neither overwhelming support nor was there overwhelming opposition. Professor Wilmarth added that, as there is a plausible basis for increasing Senate representation for Columbian College, the Committee decided to bring the Resolution forward so that the Senate could discuss this issue. In his view, this is a matter of concern to the whole Senate, and a single Committee is not in a good position to resolve issues concerning the proper allocation of representatives among the Schools.

Professor Wirtz said he had a couple of reactions to the Resolution, the first probably coming about because he has been at the University over 25 years, during which time he has observed the Senate in its various transformations. He added that he has always viewed the Senate as non-parochial and his visceral reaction to the proposal was that this is not the way the Senate typically does business – according to the numbers. He added that he had run the numbers, and that therefore he should probably argue that the Business School should also merit another representative.

Professor Wirtz said that the Resolution is not what the Senate has been about in his experience, and that it tends to move the Senate in a direction that he was uncomfortable with. He asked if criteria other than the number of faculty members, such as income compared to expenses in a division of the University, should be taken into account in determining the number of representatives for each school. He complimented Professor Garriss for highlighting many of the important issues involved, but with regard to the Senate as a whole there is the question of whether the Senate really represents the individual faculty member at the School of Business. There is the issue of what the Senate is doing and why it is doing it and why faculty members should care, and this had led to a pervasive culture within the Business School that impels faculty members to ask why they should volunteer for Senate service. Professor Wirtz added that he suspected this attitude is not limited to the Business School alone.

Professor Wirtz said it seemed to him the argument that should be made is not an argument of proportional representation, rather the question is why the Senate seems to

have fallen totally out of favor with the faculty. Professor Wirtz added that he viewed this as an opportunity for the Senate to go on record as saying that increasing Columbian College representation was not a good idea, but there is a related idea that makes sense. That is for the Senate to spend the next year thoroughly investigating with faculty colleagues what is working on the Senate, what is not working, and how the business of the Senate might be restructured.

As an example, Professor Wirtz said it was not necessarily clear to him that it's a great idea for the Senate to place the emphasis that it does on tenured members of the faculty. Perhaps this is right, perhaps this isn't, but Professor Wirtz said it seemed to him that it opens up the possibility that perhaps times have changed, and that this isn't what the Senate wants to continue doing. The important thing for the Senate to do is to find out what is working and what is not working, and let those conclusions guide decisions on the composition of the Senate. Professor Wirtz concluded his remarks by saying that supporting the proposal to simply increase the number of Columbian College senators essentially communicates that the Senate is pretty happy with the way things are, and that the status quo should be supported and enhanced. Professor Wirtz then moved to table Resolution 08/2, and the motion was seconded.

Professor Wilmarth raised a point of information – that Resolution 08/2 contains a proposal concerning not only matters already discussed, but also contains a technical amendment to language in the *Faculty Organization Plan* concerning the Senate Executive Committee [the fourth sentence of Article III, Section 5, subsection (b)]. He requested that perhaps the motion to table should be withdrawn or amended in order to table or recommit to the PEAFC Committee the first four Whereas Clauses and the first Resolving Clause of the Resolution, but not the remainder of the Resolution. Discussion followed, with Professor Wirtz saying he was not inclined to withdraw or amend the motion on the floor to table Resolution 08/2 in its entirety, as there was nothing to preclude the Senate from introducing and considering a Resolution that would speak to Professor Wilmarth's concerns. A vote was taken on the motion to table Resolution 08/2 and the motion was approved, following which Professor Garriss asked for guidance about what the PEAFC Committee should do about the tabled Resolution. That question being unresolved, the Senate turned to the next item of business. (Resolution 08/2 is attached.)

INTRODUCTION OF RESOLUTIONS

Professor Wilmarth moved to introduce a Resolution that would make a technical correction to language in the *Faculty Organization Plan* pertaining to the Executive Committee. The text of the proposed Resolution was previously part of Resolution 08/2, as noted above. Professor Wilmarth then read the title and text of the proposed Resolution, denominated as Resolution 08/3. He also offered the following three technical changes: (i) to designate the University President's title as "Chairman" of the Faculty Assembly [rather than "Chair"], (ii) to change the word "requested" to "petitioned," and (iii) to change the word "amendments" [plural] to "amendment" [singular].

Discussion followed about whether or not the Senate could properly consider a Resolution which was composed of language contained in a tabled Resolution, or consider a

Resolution not on the agenda unless it was submitted by a Committee. After further discussion and advice from the Senate's Parliamentarian, Professor Wilmarth moved to suspend the rules so that Resolution 08/3 could be considered. The motion was seconded. Professor Griffith asked Professor Wilmarth if there was some great urgency in approving Resolution 08/3 and forwarding it for approval at the October 3rd Faculty Assembly meeting and then the October meeting of the Board of Trustees, rather than calling for a special Faculty Assembly in the spring. Professor Wilmarth said he would not call the matter urgent, but as the error in the current language of the *Faculty Organization Plan* has been identified, he thought it advisable to correct the language of the *Faculty Organization Plan* as soon as possible. A vote was taken on the motion to suspend the rules and the rules were suspended so that Resolution 08/3 could be considered.

RESOLUTION 08/3, "A RESOLUTION TO AMEND THE FACULTY ORGANIZATION PLAN WITH REGARD TO THE COMPOSITION OF THE FACULTY SENATE EXECUTIVE COMMITTEE"

Professor Wilmarth once again reviewed the language of Resolution 08/3, to clarify what the Senate was being asked to approve. Following this, Professor Wilmarth asked if there were any questions. There being none, a vote was taken and Resolution 08/3 as amended was adopted. (Resolution 08/3 is attached.)

RESPONSE OF THE ADMINISTRATION TO SENATE RESOLUTIONS FOR THE 2007-08 SESSION

President Knapp observed that the Administration's Response to Resolutions for the 2007-08 session had been distributed with the meeting agenda. There were no questions or comments concerning this item.

GENERAL BUSINESS

I. NOMINATIONS FOR ELECTION TO SENATE STANDING COMMITTEES

Professor Wilmarth moved the election of the following faculty members to Senate Standing Committees: University and Urban Affairs: Christine J. Zink, Co-Chair; Appointment, Salary and Promotion Policies: Ravi S. Achrol, Ellen M. Dawson, Margaret M. Plack; Research: Fatah Kashanchi. The entire slate was approved.

II. NOMINATION FOR APPOINTMENT BY THE BOARD OF TRUSTEES TO THE TRUSTEES' EXTERNAL AFFAIRS COMMITTEE

Professor Wilmarth moved the election of the following faculty member for appointment: Trustees' Committee on External Affairs: Christine J. Zink, Co-Chair, Senate Committee on University and Urban Affairs. The nomination was approved.

III. REPORT OF THE EXECUTIVE COMMITTEE

Professor Arthur E. Wilmarth, Jr., Chair, presented the Report of the Executive Committee, which is enclosed. In connection with the portion of his report dealing with receipt of a progress report from the recently established Special *Ad Hoc* Committee on Financial and Operational Planning for the Science and Engineering Complex, Professor Wilmarth requested that the progress report be attached to these minutes. Professor Wilmarth also requested that the Report of the Chair of the Executive Committee to the Academic Affairs Committee of the Board of Trustees dated April 29, 2008 [presented at the May 2008 Committee meeting], and the 2007-08 Summary Report on Compliance Issues recently received by the Executive Committee, be attached to the Report of the Executive Committee (the Reports are attached).

IV. ANNUAL REPORTS OF SENATE STANDING COMMITTEES

Annual Reports were received from the Faculty Senate Executive Committee and the following Senate Standing Committees: Athletics and Recreation, Honors and Academic Convocations, Physical Facilities, and University and Urban Affairs (the Reports are attached).

CHAIR'S REMARKS

President Knapp said he thought this is an exciting year to be a student or a member of the faculty here at GW in the nation's capital. The country is going through an election cycle which, apart from the general level of excitement and ferment that that occasions, also gives the University an opportunity to provide a discussion of importance on local and national issues which is informed by scholarship & science, perhaps to a greater degree than is sometimes evident in the debates on the campaign trail itself. In an informal way the University has adopted the theme of American Transition as an organizing principle for a number of University events that are taking place on campus. One such activity scheduled for Monday September 15 is a gathering of five of the former United States secretaries of state, Madeleine Albright, James Baker, Warren Christopher, Henry Kissinger, and GW alumnus Colin Powell. This CNN broadcast program, under the direction of GW faculty member Frank Sesno, will be held in Lisner Auditorium and will be open to members of the GW community.

In the Brady Gallery, on the second floor of the Media and Public Affairs Building, an exhibit of political flags is on display. President Knapp related that GW Trustee Mark Shenkman is an avid collector of these rare flags from a period in this country's history when there were no rules governing the configuration of the U.S. flag. Between 1840 and 1905 there was a tradition of creating campaign posters by putting the image and slogans of a campaign on the flag. Quite a number of creative designs were devised with, for example, portraits superimposed on the flag, in the center of the field of stars. Congress outlawed the display of pictures or text on the flag in 1905. Trustee Shenkman [and his wife Rosalind] have loaned these very unusual items of political memorabilia for display in the Brady Gallery through September 27.

President Knapp said that the University administration continues to look for ways to raise GW's visibility and strengthen its performance as a research University. Last year a search was launched for the newly established position of Vice President for Research. A very strong faculty committee has been working on this very broad and inclusive search for a number of months. The search is in its final stages, with the final candidates coming to campus in the next two weeks to meet with department chairs. The administration looks forward to bringing on board someone to help identify the obstacles that faculty deal with in the research infrastructure at GW, and it also expects that the individual selected for this cabinet-level position will help to develop the community partnerships which will be critical to achieving the University's aspirations in the research arena. President Knapp related that he had participated in numerous meetings with the heads of many local agencies. It is clear that they would really like to have greater opportunities to interact with GW faculty. This now occurs regularly on a rather *ad hoc* basis but needs to be done at an institutional level and in a more systematic way. The development of the University's research capabilities, not only in science, engineering, and medicine, but also in the humanities, social sciences, law, business, and education, is also an expression of GW's commitment to contribute to society. In addition, enhancing research activity will contribute to the quality of students the University can attract as well as the quality of faculty colleagues who can be recruited and retained.

As noted by Professor Wilmarth, President Knapp said that the Faculty Assembly will be hearing from the administration on two subjects at its meeting on October 3. One is a retrospective on the accreditation process. The University was successfully reaccredited by the Middle States Higher Education Commission. Many faculty members were involved in that very long, arduous process, but it has had quite a successful outcome. Their efforts are much appreciated.

The second presentation at the Assembly is about the University's Campus Plan. President Knapp said he thought it was essential that a regular opportunity be provided for faculty members to be reminded, first of all, what is in the Plan, and then to understand how that is related to activities currently occurring on campus. Capital projects that are currently underway are all projects that are envisioned and defined within the Plan. They are all related to each other through sequencing, and a kind of domino effect occurs when faculty and offices on one site are moved in order to free up space elsewhere and expand. This is occurring in a rather systematic way, and even though faculty members were involved in the process of developing the Plan several years ago, there is no reason why they should remember all of the details, and it would probably be helpful to have a regular occasion to examine the implementation of the Plan. This regular report is also important for transparent and collegial dialogue between the administration and the faculty on this subject.

President Knapp also commented on the effort underway to improve the curriculum. He said he was glad that the Senate Executive Committee last year decided to take up this issue, and that he had been giving a lot of thought to the various proposals that are brought to his attention on a regular basis via e-mail and other means. Most such communications are passed along to the relevant deans and faculty. Just the past week in Boston, President Knapp said he had met with an alumni group which included GW alumnus Derek Bok, the

former president of Harvard University, and author of a book entitled "Our Underachieving Colleges." Members of the curriculum review committee are reading this book, which is extraordinary for the comprehensiveness with which it looks at the methodologies of curriculum reform proposed and experimented with in recent decades at American institutions of higher education. President Knapp said that had been provided with a copy of the book before meeting with the author, and commended it to faculty members interested in curricular issues.

President Knapp turned next to an issue of passionate concern to GW students – that of sustainability, or "green." The University has an opportunity in the Metropolitan D.C. region to bring together opportunities in instruction and also in research. President Knapp said he had attended a conference just the previous night on sustainability at which a panel composed of the mayor of Washington D.C. and the governors of Maryland and Virginia addressed attendees. There was strong collegial interaction among the leaders of these three local jurisdictions, along with agreement among these three individuals that collaboration across jurisdictional boundaries on sustainability issues is desirable and worth pursuing. President Knapp added that there is also a lot of interest in sustainability issues on the part of businesses, and important opportunities will become available for faculty to reach across their disciplines to address these issues.

President Knapp advised that he was invited to join a newly established group called the Higher Education Cabinet. This entity, which includes a number of university presidents from around the country, was jointly established by the *Chronicle of Higher Education* and *The New York Times*. The group will be discussing many of the issues that GW confronts here. One issue which will likely be at the forefront of the discussions will be that of the affordability of higher education. As the Senate is undoubtedly aware, GW took some dramatic steps last year to try to enhance the affordability of a GW education by moderating the rate of increase of tuition and reducing the debt burden on students. Obviously, GW cannot match the efforts of wealthier institutions such as Harvard in this area, and that is an issue because other educational institutions are trying to emulate Harvard's example. The most critical part of the affordability issue for GW is to increase dramatically the rate at which it is bringing in philanthropic support for scholarships, and this is an absolutely essential priority for GW's fundraising activities to focus on. Increasing scholarship support benefits the University in multiple ways; in fact, it is difficult to overstate its importance, because the single greatest inflator of GW's tuition price is the University's need to pay for financial aid. The cycle of high price and high aid, in addition to being unstable in the long run, has created a perception among the public that GW is an overpriced institution. It is not well understood that GW does not have the philanthropic support enjoyed by the peer institutions with which it competes. In terms of endowment support undergirding scholarships and student aid, GW tends to be at the bottom of the list, and this is true at the undergraduate, graduate, and professional school level. The availability of resources also affects GW's ability to recruit and retain the best students.

In view of this reality, GW has established a five-year goal, endorsed by the Board of Trustees, to quadruple its performance in raising funds, including endowment monies and funds for current use, for scholarships. Currently, GW raises on average about \$10 million a year for this purpose. President Knapp said that all of the deans are actively engaged in this

process, as are students, who can themselves reach out to alumni to help the University achieve its goals in this area. Faculty engagement in this process is also critical to the success of the effort, and President Knapp said he looked forward to working with faculty members as the University works toward achieving this goal.

BRIEF STATEMENTS (AND QUESTIONS)

Professor Parsons expressed bewilderment at the way in which the proposal to add two Senate members had evolved. He said he thought that, in presenting Resolution 08/2, Professor Garris seemed to extol the virtues of the *status quo*, and then Professor Wirtz proceeded to move to table the proposal. Once the Resolution was tabled, Professor Garris rose to express his bewilderment about how the Professional Ethics and Academic Freedom Committee should handle this matter in the future. Professor Parsons said he would be absolutely fascinated to hear Professor Garris's next report.

Professor Costanza echoed Professor Parson's comments about the process and expressed optimism that in the future, if an issue is deemed important enough for a committee to develop a proposal and for the issue to be placed on the Senate agenda, that a Senate discussion actually take place before the proposal is tabled by the first speaker.

Professor Griffith suggested that it would be quite useful if President Knapp and Vice President Lehman would bring newly appointed deans to the Senate and introduce them. While the deans are generally appointed as administrative Senate members, the Senate often does not see them until they present reports on their schools. He added that he thought it would be useful for Senate members to make the deans' acquaintance and know little bit about them when they first come to campus. President Knapp said that he had intended to introduce Dean David Dolling of the Engineering School, who had been present at the meeting but had to leave before the Chair's remarks were presented. He said he regretted this had occurred, and requested that perhaps some flexibility in the Senate agenda could be provided so that introductions could be presented at the beginning of Senate meetings, for example, under the call to order. Had Dean Dolling been introduced, President Knapp said he would have told the Senate that the Dean was selected with the involvement of a very active faculty search committee in the Engineering School. Dean Dolling is a very distinguished engineering faculty member from a highly ranked program at the University of Texas at Austin, itself a top-ranked University. At the same time, Dean Dolling brings tremendous administrative experience to GW.

ADJOURNMENT

There being no further business before the Senate, and upon motion made and seconded, the meeting was adjourned at 4 p.m.

Elizabeth A. Amundson

Elizabeth A. Amundson
Secretary

A TRIBUTE IN MEMORY OF PHILLIP DONALD GRUB,
ARYAMEHR PROFESSOR EMERITUS OF MULTINATIONAL MANAGEMENT

With deep sorrow, The George Washington University Faculty Senate acknowledges the recent death of Phillip Donald Grub, Aryamehr Professor Emeritus of Multinational Management. Born August 8, 1931 at the Grub homestead south of Medical Lake, Washington, Professor Grub received his B.A. degree in 1953 from Eastern Washington State College, and M.B.A. and D.B.A. degrees from The George Washington University in 1960 and 1964, respectively. Dr. Grub passed away April 14, 2008, after a long, courageous bout with cancer at the age of 76.

Phillip D. Grub was a world-renowned scholar, administrator, and academic mentor, as well as a GW alumnus. After completing his D.B.A., Dr. Grub joined the faculty of the School of Government and Business Administration at the George Washington University, now the School of Business. He served as Chair of the Department of Business Administration from 1968 until 1970, and was Special Assistant to the President for International Program Development from 1974 until 1980. Dr. Grub retired from the faculty of the School of Business in 1994.

Dr. Grub was the Founding Director of GW's Program in International Business, which later became the Department of International Business, his most significant legacy at the School of Business. He was appointed to the Aryamehr Chair in Multinational Management in 1974, established by the late Shah of Iran with a significant gift to The George Washington University.

Dr. Grub served as a member of the Faculty Senate from 1972-1976 and 1987-1990 and was a member of the Executive Committee during the 1974-1975 academic year. He served on the Public Ceremonies Committee, now called the Honors and Academic Convocations Committee, for 19 years. In 1973-1974 he served on the University Objectives Committee, and in 1987-1988 he served as Chair of the Libraries Committee.

During his career, Dr. Grub authored or co-authored 16 books and over 300 journal articles, professional papers, case studies, and monographs in international business. He was recognized as an expert on Asian economies and regionalization. Dr. Grub remained active in the profession, publishing his last article in 2007.

Dr. Grub's distinguished career included many honors, and his personal and professional travels took him to over 116 countries. He was a Fellow of the Academy of International Business (AIB), the premier organization for academics in the profession of international business. He served as President of AIB for the 1975-1976 year, and initiated its first set of international meetings during his term, held in Egypt (1975) and Korea (1977). He was active in the organization in recent years, traveling to meetings and participating in Fellows' activities. Dr. Grub was inducted into Beta Gamma Sigma, the international honor society for the study of business, in 1983. He also held many visiting professorships in the U.S. and abroad, stretching from Alaska to Ohio, and from China to Finland.

During his tenure on the faculty of GW, Dr. Grub earned the respect and affection of faculty, staff, students, and alumni. He worked tirelessly to aid and support students in professional and personal ways, helping many students obtain scholarships and land jobs. One enduring legacy is his contribution to the GW endowments, particularly in the area of graduate student scholarships, including the Hyundai Scholarship for Korean and American graduate students, the Daewoo Corporation Scholarship for Chinese students, the Rita H. Keller Scholarship Fund, the Marriott Foundation Grant, the Leo & Lillian Goodwin Endowment, the Wolcott Foundation scholarships, and the Daewoo Corporation Scholarship for Vietnamese students. He worked closely with students and alumni during his career, and advised several student organizations. He was also instrumental in developing alumni chapters in Japan, Korea, Taiwan, Thailand, Indonesia, France, and Germany. In retirement, Dr. Grub remained active with GW faculty, staff, students, and alumni.

At the George Washington University, Dr. Grub will be remembered through the Phillip D. Grub Professorial Fellowship in International Business, which was created in recognition of his outstanding and lasting influence on the School of Business. The Fellowship is funded by scores of gifts from alumni and corporations showing their appreciation for Dr. Grub's accomplishments and contributions. The first Phillip D. Grub Professorial Fellow has recently been named – Associate Professor Anupama Phene is an outstanding scholar who joined the Department of International Business this Fall.

I ask that The George Washington University Faculty Senate extend its sympathy to the family and loved ones of Phillip D. Grub. He will be greatly missed by his faculty colleagues at GW, his professional contacts throughout the world, and the thousands of GW alumni he helped throughout his remarkable life.

Reid W. Click
Chairman, Department of International Business

Read into the record of the Faculty Senate Meeting held on September 12, 2008

**A RESOLUTION TO AMEND THE FACULTY ORGANIZATION PLAN WITH
REGARD TO THE COMPOSITION OF THE FACULTY SENATE AND THE
FACULTY SENATE EXECUTIVE COMMITTEE (08/2)**

WHEREAS, as codified in 1987, Article III, Section 2, subsection (a)(3) of the Faculty Organization Plan provided that the Faculty Senate consisted of twenty-six members, of which nine members (34.6%) were elected by the full-time faculty members of the Columbian College of Arts and Sciences (CCAS); and

WHEREAS, as a result of subsequent amendments to Article III, Section 2, subsection (a)(3) of the Faculty Organization Plan, the Faculty Senate has grown from twenty-six to twenty-eight members, but the number of members elected by CCAS faculty has remained at nine; and

WHEREAS, the full-time faculty of CCAS has accounted for approximately 40-45% of the University's full-time faculty during the past two decades; and

WHEREAS, the Faculty Senate believes that, effective on May 1, 2009, the size of the Faculty Senate should be increased to thirty members and the number of members representing CCAS should be increased to eleven members (36.6% of the full Senate), so that the proportion of Senate members representing CCAS will be closer to the proportion stipulated in the 1987 codification of the Faculty Organization Plan; and

WHEREAS, Article III, Section 5, subsection (b) of the Faculty Organization Plan currently provides that the Faculty Senate Executive Committee consists of eight faculty members of the Faculty Senate. However, a technical amendment is needed to conform the text of the fourth sentence of Article III, Section 5(b) to the present size of the Executive Committee; **NOW, THEREFORE**,

**BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE
WASHINGTON UNIVERSITY**

- (1) That the first sentence of Article III, Section 2, subsection (a)(3) of the Faculty Organization Plan be amended to read as follows, effective as of May 1, 2009:

“The faculty members of the Senate shall be elected by and from their faculties as follows: the Columbian College of Arts and Sciences, eleven; the Graduate School of Education and Human Development, the School of Engineering and Applied Science, the School of Business, the School of Medicine and Health Sciences, and the Law School, three each; and the Elliott School of International Affairs and the School of Public Health and Health Services, two each.”

- (2) That the fourth sentence of Article III, Section 5, subsection (b) of the Faculty Organization Plan be amended to read as follows:

“The Chairman shall be elected first by the Senate; and the Senate shall thereafter elect the other seven elective members of the Executive Committee, subject to the restriction that the Executive Committee may not include two or more members who have been elected to the Senate by the same school or faculty group.”

- (3) That the President, as Chair of the Faculty Assembly, is requested to place on the agenda of the Faculty Assembly at its meeting on October 3, 2008, the foregoing proposed amendments to the Faculty Organization Plan.
- (4) That, upon approval by the Faculty Assembly, the President is requested to forward the foregoing proposed amendments to the Faculty Organization Plan for final approval by the Board of Trustees as soon as conveniently possible.

Faculty Senate Committee on Professional Ethics and Academic Freedom
August 11, 2008

Tabled, September 12, 2008

**A RESOLUTION TO AMEND THE FACULTY ORGANIZATION PLAN WITH
REGARD TO THE COMPOSITION OF THE FACULTY SENATE EXECUTIVE
COMMITTEE (08/3)**

WHEREAS, Article III, Section 5, subsection (b) of the Faculty Organization Plan currently provides that the Faculty Senate Executive Committee consists of eight faculty members of the Faculty Senate. However, a technical amendment is needed to conform the text of the fourth sentence of Article III, Section 5(b) to the present size of the Executive Committee; **NOW, THEREFORE**,

**BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE
WASHINGTON UNIVERSITY**

- (1) That the fourth sentence of Article III, Section 5, subsection (b) of the Faculty Organization Plan be amended to read as follows:

“The Chairman shall be elected first by the Senate; and the Senate shall thereafter elect the other seven elective members of the Executive Committee, subject to the restriction that the Executive Committee may not include two or more members who have been elected to the Senate by the same school or faculty group.”

- (2) That the President, as Chairman of the Faculty Assembly, is petitioned to place on the agenda of the Faculty Assembly at its meeting on October 3, 2008, the foregoing proposed amendment to the Faculty Organization Plan.
- (3) That, upon approval by the Faculty Assembly, the President is requested to forward the foregoing proposed amendment to the Faculty Organization Plan for final approval by the Board of Trustees as soon as conveniently possible.

Introduced and Adopted, September 12, 2008

REPORT OF THE FACULTY SENATE COMMITTEE ON ATHLETICS AND RECREATION

June 24, 2008

The Committee did not formally meet during the 2007-2008 academic year. There were two major reasons. First, no special issues arose that required action by the Committee or by the Senate. Second, the University has been preparing for the National Collegiate Athletic Association's ten-year, on-campus, evaluation of George Washington's intercollegiate athletic program and the Committee Chair has been deeply involved in the preparation of the self-study and other steps necessary for that event that will take place September 14-16, 2008.

The Committee Chair was asked by President Knapp to serve on the steering committee for the impending evaluation and was the chair of the subcommittee on governance matters, requiring a number of meetings with personnel involved in making policy decisions regarding the University's athletic enterprise.

One significant issue was the need to resurrect a university-wide committee to continuously consider matters of intercollegiate athletics, including academic performance of athletes as well as other issues such as the hiring of coaches, recruitment of athletes, and financial support. For the past few years only the Senate Committee on Athletics and Recreation has exercised any oversight over intercollegiate athletics (other than that normally exercised by administrative personnel). The Chair of that Committee discussed the propriety of utilizing the Senate Committee to cover the broad requirements of oversight with members of the Senate Executive Committee. It was agreed by all that the interests of the Senate differed from the needs for a special oversight committee that would cover the many phases of athletic administration. Of course the two committees would work side by side on matters involving items on the agendas of both.

Submitted by Jack Friedenthal, Acting Chair of the Senate Committee on Athletics and Recreation

**Annual Report of the Senate Committee on Honors and
Academic Convocations
Academic Year 2007/2008**

The Senate Committee on Honors and Academic Convocations met electronically on February 4, 2008, at the request of Marshall Jill Kasle. We approved a nomination for Mike McConnell to receive an honorary degree in 2008.

Sylvia A. Marotta, Chair

The George Washington University
Faculty Senate Committee on Physical Facilities
Final Report
June 12, 2008

During the Fall semester 2007 the Senate Committee on Physical Facilities met twice.

At its first meeting the committee considered four major issues of concern:

- The use of technology-equipped classrooms, including their availability, equipment infrastructure, and maintenance.
- The need for building security during weekends, especially the prevention of theft from offices frequently left unlocked by maintenance and cleaning staff.
- The development of campus-wide plans for emergency response
- The status of various projects and plans at the Virginia Campus.

At the committee's second meeting Mr. Juan Ibanez offered a comprehensive update on the status of various construction projects on the main campus, including Square 54 and Square 80 (School without Walls), and improvements to existing academic buildings. Mr. Ibanez also provided an overview of the efforts of Facilities Services in the areas of sustainability, energy efficiency and waste management.

During the Spring semester 2008 the committee met on two occasions. At its first meeting it received a report from Craig Linebaugh, Chief Academic Operating Officer, about the state of the Virginia Campus and his strategic vision for the development of the campus into a first-tier teaching and research component of the University. Dr. Linebaugh presented a three-phase

implementation plan centered on existing research projects and new educational initiatives.

At its second meeting in the spring semester 2008 the committee received a report from the Mount Vernon Campus Facilities Management Office on the status of various construction and maintenance projects at that site. The report provided details on various infrastructure improvements to academic buildings such as lighting, heating and air conditioning. It was also given a presentation of the current state of construction for the Pelham Replacement Project, including detailed site and landscape plans, and building layout.

Members: Linda Gallo, Hermann Helgert (Chair), Hugo Junghenn, Young-Key Kim-Renaud, Edward L. Murphree, Arthur Robinson, Pat Schwallie-Giddis, Catherine Turley, Paul Wahlbeck, Richard Windsor

Ex-Officio: Elizabeth Amundson, Brian Biles, Eve Dubrow, Juan Ibanez, Louis Katz, Craig Linebaugh, Jean Pec,

**END OF THE YEAR Report
Faculty Senate Standing Committee on
University and Urban Affairs**

**August 30, 2008
Acting chair, Prof. Stuart Umpleby
Department of Management
umpleby@gwu.edu**

UAUA Members 2007-2008

FACULTY

Acting Chair, Fall 2007: Lisa Benton-Short, Geography
Acting Chair, Spring 2008: Stuart Umpleby, Management
Dwight Cropp, Public Policy and Public Administration
John Dudte, Emergency Medicine
Susan LeLacheur, Health Care Sciences
Honey Nashman, Sociology
Gregory Squires, Sociology
Kathleen Steeves, Teacher Preparation and Special Education

EX-OFFICIO:

Michael Akin, Director, District of Columbia and Foggy Bottom/West End Affairs
Rob Cannady, Counselor, Multicultural Student Services
Greg Colati, Head, Special Collections, Gelman Library
Bernard Demczuk, Assistant VP for District of Columbia Affairs
Susan Hyatt, Director of Advancement, Gelman Library
Tim Kane, Office of Community Services
Louis Katz, Executive Vice President and Treasurer
Scott Mory, Executive Director of alumni Programs
Emily Morrison, ISCOPEs
Scott Pagel, Law, Executive Committee Liaison

The Committee on University and Urban Affairs (UAUA) helps to foster continued good relationship between GWU and the greater Washington, DC, metropolitan area. By tracking GW's already allocated resources and initiatives, the UAUA examines GW's community relationship and provides the university with a valuable source of advice on continuous improvement and possible future endeavors.

For academic year 2007-2008, the UAUA committee focused our energy on furthering community relations initiatives particularly in the Foggy Bottom/West End neighborhood. We worked on the following activities:

1. We supported the community building work of the FRIENDS initiative (in its fourth year). UAUA members have attended monthly meetings and social events (such as the annual October Blockparty, the December Holiday Party and the Spring BBQ).
2. Last year the members of the UAUA Committee reviewed the "Service-Learning at GW" report and unanimously endorsed its objectives and proposals. Several of the UAUA members, including Honey Nashman (Sociology), Stuart Umpleby (Management), Emily Morrison (ISCOPEs) and Lisa Benton-Short (Geography) have integrated Service-Learning into their courses and are particularly interested in ways that other faculty members could learn more about Service-Learning.
3. A highlight of our work this year is our own initiative, now in its third year, a monthly Faculty Speaker's Series that takes place off campus, at St. Mary's Court, a senior residential complex. UAUA members initiated and organized this series in conjunction with Iona Senior Services at St. Mary's Court. We scheduled our speaker's series to take place at lunch (St. Mary's sponsors a subsidized lunch program that is available to all seniors living in Foggy Bottom/West End). A list of speakers is attached.
4. The UAUA chair, Stuart Umpleby, attended a meeting with the GW Board of Trustees External Affairs Committee in Spring 2008 as a Faculty Representative. He provided an oral summary of UAUA activities and mentioned the increased

faculty use of the internet for co-authoring papers with colleagues on other campuses and often in other countries. Although administrators continue to focus on brick and mortar institutions, faculty members increasingly see themselves as members of an international community of scholars. One consequence of the increased international contacts is the spread of teaching methods such as service learning to other countries.

5. At the March 27, 2008 meeting a brainstorming meeting was held to discuss actions that the UAUA Committee might undertake in the future. See the report attached.

Christy Zink was unanimously elected to be the Chair of the UAUA Committee in the 2008-1009 academic year.

UAUA Speaker Series
LIST OF SPEAKERS 2007-2008
St. Mary's Court Speaker Series

September 19, 2007: Lisa Benton Short, Professor of Geography, "Immigrants in Washington, DC"

November 1, 2007: Jennifer Brinkerhoff, "Diaspora Philanthropy and the Loyalty of New Americans"

December 11, 2007: Mary Anne Saunders, speaking on interpersonal relationships

January 25, 2008: Christy Zink, Assistant Professor of Writing, "Where Shore Succumbs to Ocean: A Fiction Writer Standing at the Edge of Research"

February 29, 2008: Dylan Conger, Assistant Professor in the Trachtenberg School of Public Policy and Public Administration, "The No Child Left Behind Act"

March [?] 2008: Lori Brainard, Associate Professor and Director of the MPA, Trachtenberg School of Public Policy and Public Administration on the internet and community policing

April 21, 2008: Didi Hermann on stroke prevention for senior health

May 8, 2008: Bernard Demczuk, Assistant VP for District of Columbia Affairs, Historic U Street tour with lunch at Ben's Chili Bowl

May [?] 2008: Charis E. Kubrin, Associate Professor of Sociology, and Jessica Grosholz, graduate student in Sociology: "Crime in the News: How Crimes, Offenders, and Victims are Portrayed in the Media"

**POSSIBLE FUTURE ACTIVITIES FOR
THE UNIVERSITY AND URBAN AFFAIRS COMMITTEE OF
THE GW FACULTY SENATE**

Stuart A. Umpleby

Department of Management
The George Washington University
Washington, DC 20052
Umpleby@gwu.edu

March 27, 2008

Results of a Discussion during the March 2008 UAUA Meeting

INTRODUCTION

On March 27, 2008, the University and Urban Affairs (UAUA) Committee of the GW Faculty Senate used a group facilitation method to brain-storm possible future activities for the committee. Stuart Umpleby facilitated the conversation. Other members present were Greg Squires, Tim Kane, Honey Nashman, Emily Morrison, Mike Akin, Christy Zink and Susan LeLacheur.

The Participatory Problem Solving (PPS) process, a modification of the Technology of Participation developed by the Institute of Cultural Affairs, involves two steps:

1. Identifying features of the problem
2. Specifying needed actions

Each step of the PPS process uses the Consensus Workshop method. This method entails five steps:

1. Context
2. Brainstorm
3. Cluster
4. Name
5. Resolve

In addition to guiding a conversation on possible activities for the committee, the exercise also demonstrated group facilitation methods, which can be used in organizational improvement activities both within GW and in organizations in the community.

The focus question was, **What future activities should the committee undertake?**

Before we began the discussion of future activities, Honey Nashman reminded the group of what the UAUA committee had accomplished in the past. The committee added a "service" category to the faculty annual report. The committee published Community Commitments and then helped it to move to a website. The committee discussed having a film festival in the summer to bring together university and community people. The committee considered holding a marathon. Recently the committee has organized a lecture series at St. Mary's Court, a retirement home near campus. During the discussion it was noted that we should work with faculty as well as with the community.

RESULTS OF THE EXERCISE

FEATURES OF THE PROBLEM

GW students are not well connected with DC students
Inner city education is often poor
More DC students should be coming to GW

Uneven development in the metropolitan area due to poverty, segregation, inequality
Insufficient programs for community members
Homelessness and gentrification

Disconnected faculty
Some faculty members are missing a sense of community involvement
Service is not a priority in promotion and tenure

Insufficient publicity is given to current service activities
Unrecognized current involvement of faculty in the community

Unexploited international service opportunities (students can work with clients overseas through the internet)

Noisy undergraduate students disturb people in nearby apartments, especially on weekend evenings

There is an opportunity for GW to be known as the leading "green university" in the metropolitan area

ACTIONS THAT THE COMMITTEE COULD UNDERTAKE TO SOLVE THESE PROBLEMS

Organize a civic engagement awareness campaign
Create a collective sense that it is important that GW is seen as a "good neighbor"
Expand the Service Learning brown bag lunch for faculty dialogue
Create service incentives
Explore relationships with public schools
Invite Mayor Fenty and Chancellor Rhee to speak about schools and education

Create a modified faculty annual report
Require detailed descriptions of service activities in annual reports -- service to university, profession, and community
Create a common database for annual reports, so information on current activities can be more easily assembled. Sedona is an example now used in the School of Business
Work with surveillance people in public health (Tim Kane knows Dan Hoffman). Use similar methods to find out what community service is currently being done

Make GW a premier urban research university
Work with the Center for Washington Area Studies
Explore community partnerships
Broaden community outreach

Create social opportunities to link DC and GW students

Hold lectures in community settings (MLK, East of Anacostia River)

Facilitate a town hall meeting involving community youths and GW students each year

Provide free beer

Provide avenues for service learning recognition

Include service in promotion and tenure decisions

Survey all departments on service activities and tenure decisions

Make UAUA a forum for specific city research needs

Organize a lecture series or conference on uneven development

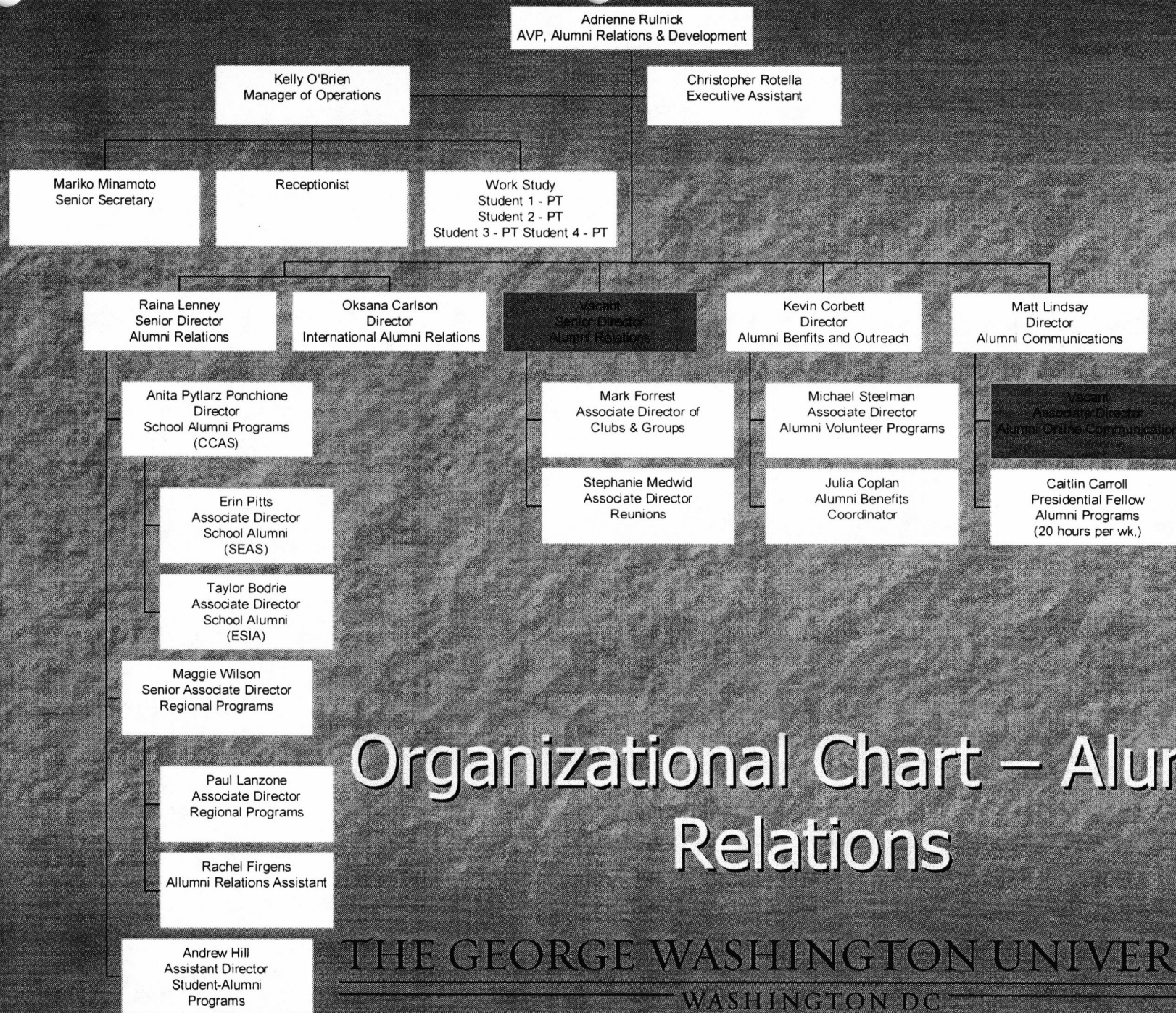
Provide awareness of GW as a green university

Do a conference in October

Office of Alumni Relations, Annual Giving, & Leadership Annual Giving

Adrienne A. Rulnick, Ed.D.

Associate Vice President,
Alumni Relations and Development
THE GEORGE WASHINGTON UNIVERSITY
— WASHINGTON DC —

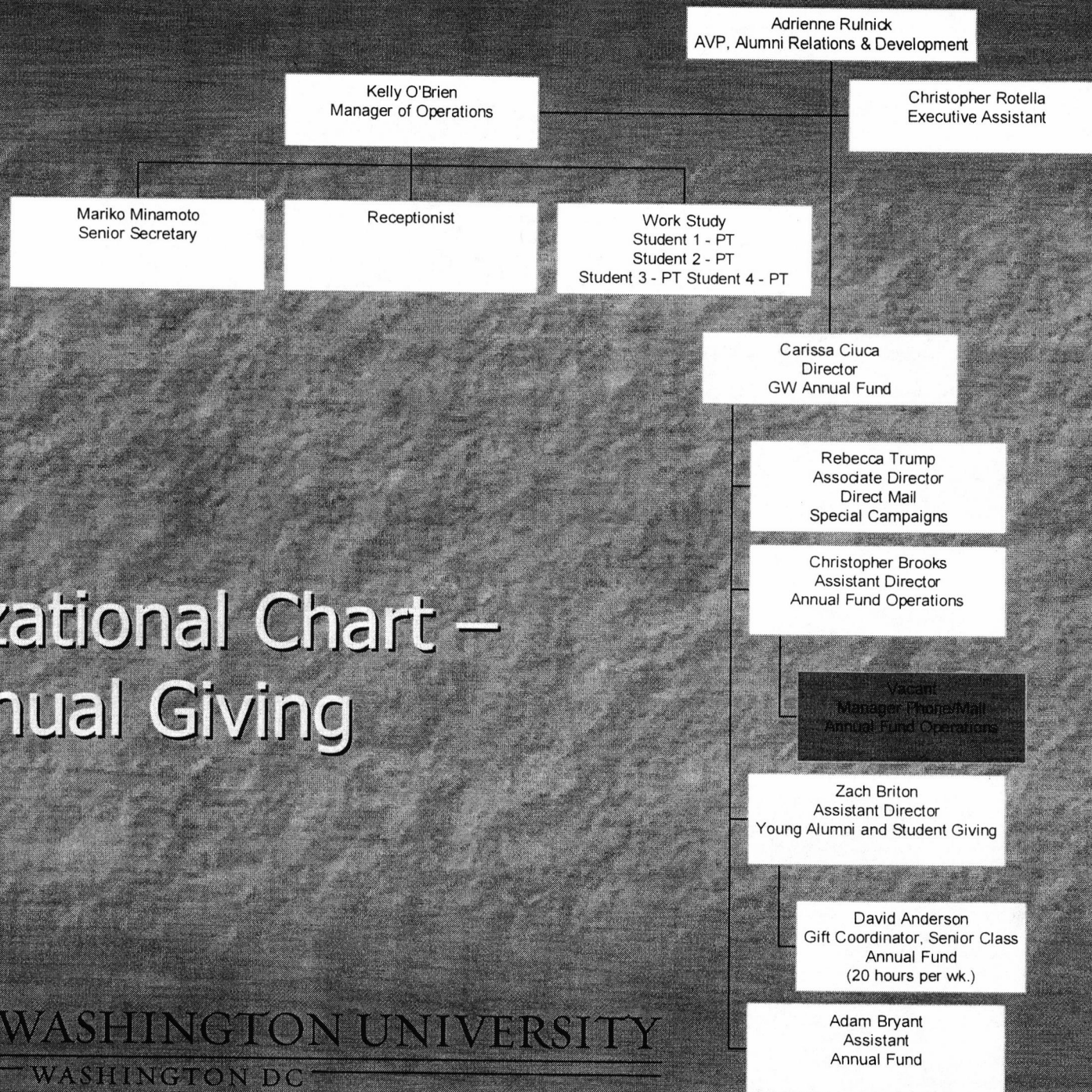


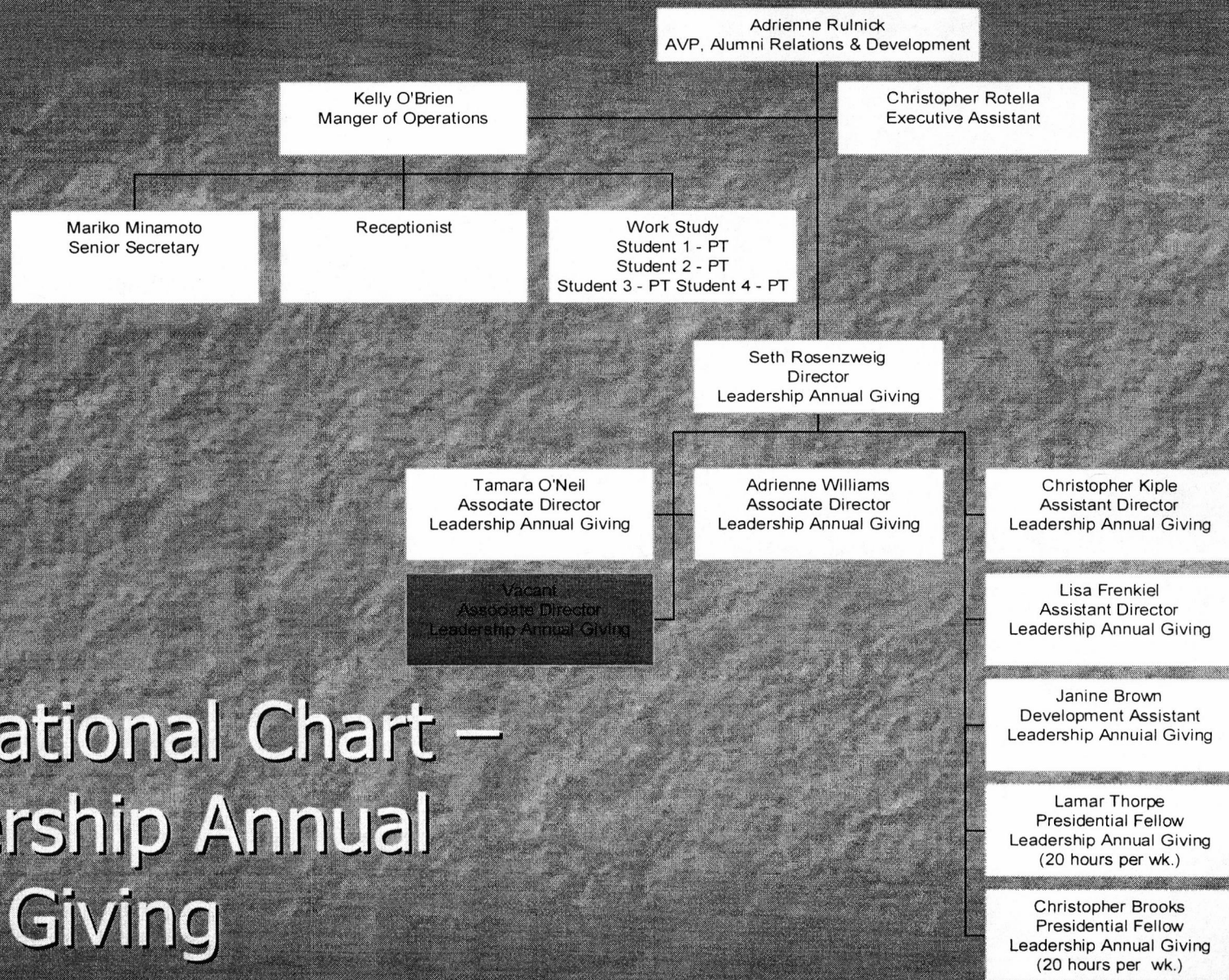
Organizational Chart – Alumni Relations

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WASHINGTON DC

Organizational Chart – Annual Giving

THE GEORGE WASHINGTON UNIVERSITY
WASHINGTON DC





Organizational Chart – Leadership Annual Giving

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WASHINGTON DC

GW Alumni Association

President, Richard Crespin, ESIA BA '93

President-Elect, Laura Taddeucci Downs, CCAS BA '92, GSEHD MA '95

Treasurer, Marc Goldsmith GWSB BBA '75

Secretary, Lindsey Davidson, GWSB BA '03, MTA '05

Vice Presidents of Standing Committees:

VP for Awards

VP for Programs

VP for Student-Alumni Initiatives

VP for Nominations

VP for Communications

VP for Career Services

Ad-hoc Committee Chairs:

Chair, Regional Alumni Programs

Chair, International Alumni Programs

GWAA's Three Goals:

1. Enabling Lifelong Engagement
2. Gathering a Voice for Alumni
3. Creating a Culture of Philanthropy

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— WASHINGTON DC —

Alumni Programs

200 alumni events in FY08; 8,000 alumni in attendance

Alumni Chapters, Primary:

- 1) Boston 2) Chicago 3) Los Angeles
- 4) New York Metro Area 5) Philadelphia
- 6) San Francisco 7) South Florida
- 8) DC Metro Area

Alumni Clubs:

- 1) Atlanta 2) Austin 3) Baltimore 4) Dallas
- 5) Denver 6) Houston 7) New Jersey
- 8) Raleigh-Durham 9) San Diego 10) Seattle

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WASHINGTON DC

Alumni Programs Continued...

School Alumni Programs:

Columbian College of Arts and Sciences
(Anita Ponchione)

School of Engineering and Applied Science
(Erin Pitts)

Elliott School of International Affairs
(Taylor Stilli)

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WASHINGTON DC

Alumni Programs

Continued...

Student-Alumni Programs:

Dinner with Alumni

- Provide networking opportunities for undergraduate students
 - Work with Class Council to promote dinners
 - 50 dinners per year

How Do I Become A...

- Expose students to notable alumni
- Partner with Career Center to package these career experiential programs
 - 6 lectures per year

Student-Alumni Networking Nights

- Improve undergraduate students networking skills
- Practice skills with alumni in a "worry free" environment
 - 4 events per year

Alumni Programs

Continued...

Young Alumni Network (YAN):

- A GWAA program for graduates of the past 10 years
 - YAN sponsors events in DC and NYC
- Alumni volunteers lead our chapter committees in DC and NYC
 - Recent graduates living in DC and NYC:
 - DC: 23,000
 - NYC: 4,800

GW Worldwide Alumni Community

Create a lifelong international community of GW Alumni and enhance Alumni's experience with GW through networking, information exchange, and professional education opportunities.

International Alumni Relations Goals

- Students today are Alumni tomorrow
- Build and promote a sense of pride of GW
- Develop and maintain an effective network of GW alumni abroad
- Student- Alumni programs abroad
- Improve collaboration across GW schools (existing programs)
- Deans and Key Faculty: Guest Speakers Program
- Involve international alumni in recruiting and mentoring activities for incoming/ current students

GW Worldwide Alumni Community

10,000 – 15,000 (estimated) alumni in more than 150 countries

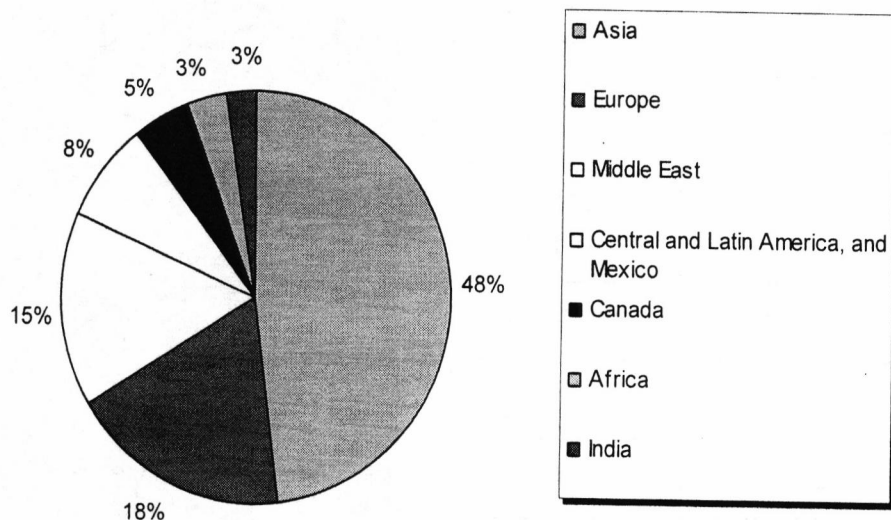
Regions	Alumni	% of total
Asia	3,487	47.80%
Europe	1,335	18.30%
Middle East	1,111	15.23%
Central and Latin America, and Mexico	597	8.18%
Canada	338	4.63%
Africa	240	3.29%
India	187	2.56%
Total	7,295	100.00%

THE GEORGE WASHINGTON UNIVERSITY

WASHINGTON DC

GW Worldwide Alumni Community

GW Alumni Distribution Worldwide



Existing active GW Alumni Chapters

- Korea (Seoul)
- China (Beijing)
- Hong Kong
- UK (London)
- Turkey

GW Alumni Facebook Groups

- GW Alumni in Shanghai
- GW Alumni in Paris
- GWU International Alumni Network
- GW Moroccan Alumni
- GW Saudi Arabia Chapter
- GW Alumni Greece
- GW Alumni – MENA (Middle East and North African Region)

International Alumni Programs

Oksana Carlson

Asia (Fall 2008):
Shanghai, Tokyo, Bangkok, Singapore-
President Knapp trips
Beijing, Seoul – Alumni Relations team

Middle East (March 2009):
President Knapp visit
GW Alumni Reception in Israel

International Alumni events:
GW Alumni in London, GWSB Reception in Paris, and others

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Reunions, Clubs and Groups

Alumni Weekend (September 25-28, 2008):

Alumni Weekend vs. Colonial's Weekend
Anticipating 2,000 + attendees this September
Highlights include...

Clubs and Groups:

Over 15 affinity groups

Multicultural (e.g., Black Alumni Association, Latino AA, Pan-Asian AA)
Student Organization-related (e.g., Cherry Tree, Greek, Athletic, LGBT)
Other Constituency Groups (e.g., Alumni Emeriti, Potomac Society)
GWAA Grants Program

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Alumni Benefits & Outreach

GWAA

Benefits:

Affinity Programs (e.g., credit card, insurance products, etc.)

Discounted Services (e.g., ZipCar, Super Shuttle, etc.)
Educational Offerings (e.g., alumni travel program, Library Resources Gateway, Course Audit Program, etc.)

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Alumni Benefits & Outreach Continued...

Alumni Career Services

Career Advisor Network
Career Consulting and Coaching
Career Fairs and Job Postings
LinkedIn Group

Volunteer Opportunities:

Career Services, Admissions Program
Regional Programs, Boards and Committees
Comprehensive List of Volunteer Opportunities
across the University

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Communications

Gathering a Voice

Working with GW Alumni Association to Institutionalize a Two-Way Dialogue Between Alumni and GW.

Alumni Website

Online home for Alumni Networking, Events, Benefits, News, and More! 23,500+ Unique Visitors/Month. Redesigning Alumni Website to Launch Late Sept. 2008.

Alumni Online Community

Online Community Featuring Alumni Directory, Career Networking, Alumni Email Services, Class Notes, and Alumni Yellow Pages. 4,500+ Unique Visitors/Month.

Colonial Cable

Alumni eNewsletter E-mailed First Wednesday of Each Month. 13,000+ Readers/Month.
Moving Toward More Fresh and Personalized Content.

GW Magazine

Mailed 2x a Year to All Domestic Alumni and International Alumni Donors. Circulation 200,000+.
Contribute Content to Publication Edited and Managed by GW University Relations.

Multimedia & Technology

Experimenting with Use of Video, Social Networking, and Blogs.

Communications Collaboration

Share Ideas and Resources with Schools and Departments Around the University.

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Annual Giving

FY08 Total \$5,787,738 (15.9% increase)
FY08 Total Donors: 19,607 (4.3% increase)

Direct Marketing:

Direct Mail (FY09 Goal: \$1,574,835)
Phone (FY09 Goal: \$938,300)
Matching Gifts (FY09 Goal \$165,000)

E-Solicitation/Web Giving:

Web Giving (FY09 Goal: \$441,000)
Total \$3,103,835 (10% Increase)

Special Campaigns:

GW staff and faculty campaign
Senior Class Gift Campaign

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Senior Class Gift 2009

"We're Kind of a Big Deal"

Unrestricted Giving

Now Students have the opportunity to give to what has meant the most to them during their time at GW. We are asking them to give to their school, their student organization, their favorite athletics team, or to the President's Fund for Excellence.

Senior Class Challenge

Dollar for dollar match by Luther Rice Society Co-Chairs

Alan Lafer, B.A. '77

Laurie Lowe, B.A. '92 M.A. '96

While the class of 2009 will be giving to what has meant the most to them, this challenge will give to a gift that will be voted on by the senior class at the end of September.

Why is the Senior Class Gift Campaign Important?

The Senior Class Gift Campaign aids in the transition from being a student to becoming an engaged alum.

THE GEORGE WASHINGTON UNIVERSITY

WASHINGTON DC

Leadership Annual Giving

Luther Rice Society

Giving Levels:

\$75+ for senior class gift

\$250+ for alumni 1-5 years since graduation

\$500+ for alumni 6-9 years since graduation

\$1,000+ for alumni 10+ years since graduation

Geographic Focus, School Focus, Reunion Focus

Special Initiatives:

Luther Rice Society Advisory Council

Industry Alliances (e.g., Alumni in Politics, Entertainment and Media, Real Estate, & Financial Services)

Stewardship and Events – over 60 events planned for FY09

THE GEORGE WASHINGTON UNIVERSITY

WASHINGTON DC

Leadership Annual Giving

GW Entertainment and Media Alliance

LAG Contact Tamara O'Neil at tam@gwu.edu or 202-994-9616.

GWEMA is a network of Luther Rice Society members, working in all facets of the entertainment and media industry and provides professional development opportunities, as well as an established network of entertainment and media professionals.

Related industries include: advertising, film, graphic design, government & lobbying, music, new media, news, publishing & print media, performing arts, radio, sports, talent, agency/management, television, theater, and visual arts & photography.

GWEMA'S Mission: GWEMA serves as a vital link between GW, GWEMA members, current students, and the entertainment and media industries.

GWEMA has a three-part mission:

Provide a forum for members and affiliates to network and interact for business, social, employment, and educational opportunities.

Elevate the profile of GW in the entertainment and media communities, and support the advancement of entertainment and media programs at The George Washington University.

Advance career and business opportunities of GW alumni in the entertainment industry.

THE GEORGE WASHINGTON UNIVERSITY

WASHINGTON DC

Leadership Annual Giving

GW's Real Estate Alliance (GWREA)

Adrienne Williams at awilli@gwu.edu or 202-994-5183.

GWREA is a network of Luther Rice Society members working in real estate and related fields. GWREA provides professional development opportunities, as well as an established network of real estate professionals.

Related industries include: appraisal, brokerages, development, property management, real estate marketing, real estate investing, relocation services, corporate real estate, construction, residential real estate, mortgages and banking, private equity, realtors, and real estate attorneys.

GWREA'S Mission: GWREA serves as a vital link between the University, alumni, students, and the vast field of real estate.

GWREA has four main objectives:

Provide a forum for members and affiliates to network and interact for business, social, employment, and educational opportunities and activities.

Elevate the profile of GW in real estate communities, and support the advancement of real estate related programs at The George Washington University.

Support The George Washington University's development of the Center for Real Estate and Urban Analysis.

Advance career and business opportunities of GW alumni in the real estate industry.

THE GEORGE WASHINGTON UNIVERSITY

WASHINGTON DC

Leadership Annual Giving

GW Alumni And Politics Alliance (GWAP)

Chris Kiple at ctkiple@gwu.edu or 202-994-9358.

GWAP is a network of Luther Rice Society friends working in politics and related fields. GWAP provides professional development opportunities, as well as an established network of GW alumni involved at all levels of the political process.

Related industries include: elected officials, congressional staffers, local, state and federal government employees, campaigns, PACS, non-profit agencies, and lobbyists.

GWAP's Mission: GW frequently ranks highly in leading publications, including recognition as the "Most Politically Active," most community service oriented, and as one of the nation's best schools for fostering social responsibility and public service, according to the Princeton Review and Washington Monthly. After graduation, alumni continue to shape the global political landscape. GW Alumni in Politics is designed to serve as a nonpartisan network for GW alumni to connect, exchange ideas, and open doors for new opportunities.

GWAP has three main objectives:

Provide a forum in which members and affiliates can network and interact for business, social, employment, and educational opportunities and activities.

Elevate the profile of GW in political communities, and support the advancement of politically related programs at The George Washington University.

Advance career and business opportunities of GW alumni in politics.

THE GEORGE WASHINGTON UNIVERSITY

WASHINGTON DC

Leadership Annual Giving

Join the GW Financial Services Alliance (GWFSA)

LAG contact Seth Rosenzweig sethr@gwu.edu or 202-994-9362.

GWFSA is a network of Luther Rice Society members working in all facets of the financial services industry. The Alliance provides professional development opportunities, as well as an established network financial services contacts.

Related industries include: financial planning, capital markets, banking, hedge funds, stocks, private equity, venture capital, angel investment, insurance, credit, mergers and acquisitions, U.S. Treasury, Federal Reserve, World Bank, and IMF.

The Financial Services Alliance Mission: GWFSA serves as a vital link between GW, GWFSA members, current students, and the financial services industries.

Provide a forum for members and affiliates to network and interact for business, social, employment, and educational opportunities.

Elevate the profile of GW in the financial services communities, and support the advancement of financial services education at The George Washington University.

Advance career and business opportunities of GW alumni in the financial services industry.

THE GEORGE WASHINGTON UNIVERSITY

WASHINGTON DC

REPORT OF THE EXECUTIVE COMMITTEE

September 12, 2008

Arthur E. Wilmarth, Jr. Chair

On behalf of the Executive Committee I offer the following report:

I. ACTIONS OF THE EXECUTIVE COMMITTEE

SPHHS Compliance with the Faculty Code

As noted in my report of May 9, 2008, the Executive Committee has requested that Dean Ruth J. Katz of the School of Public Health and Health Services (SPHHS) provide, not later than September 19, 2008, a detailed comprehensive plan that will bring SPHHS into compliance with Article I.B.1. of the *Faculty Code* within a reasonable time not to exceed five years. Dean Katz informed the Executive Committee in July that she will submit the requested compliance plan by September 19th.

Special Ad Hoc Committee on Financial and Operational Planning for the Science and Engineering Complex

On May 23, 2008, the Executive Committee established a Special Ad Hoc Committee on Financial and Operational Planning for the Science and Engineering Complex (SEC). The Executive Committee asked the Special Committee to report back to the Executive Committee and the Faculty Senate after analyzing the following issues:

- (i) the projected size and scope of the SEC;
- (ii) the projected costs of building the SEC and providing the SEC with the requisite equipment and furnishings;
- (iii) the anticipated sources of funding to meet those costs; and
- (iv) the projected impact of the SEC on the University's operational and capital budgets during the next several years.

President Knapp, Executive Vice President Lehman and Executive Vice President Katz met with the Special Committee on June 18, 2008. President Knapp also agreed to appoint two members of the Special Committee – Professor Joe Cordes and Professor Hermann Helgert – to serve on a special committee established by the Board of Trustees to develop plans for the SEC.

The Executive Committee received a progress report from the Special Committee in July. That progress report is attached to this report. Professor Edward Cherian chaired the Special Committee through the end of June. Due to his sabbatical leave during this academic year, Professor Cherian is unable to continue to serve as Chair of the Special Committee, but he has kindly agreed to continue to serve as a member of the Special Committee. Professor Helgert has graciously agreed to replace Professor Cherian as Chair of the Special Committee. I have asked Professor Helgert to present a second progress report on the status of the Special Committee's work to the Faculty Senate at its meeting on October 10, 2008. In addition, I have asked Professor Cordes, as Chair of the Fiscal Planning and Budgeting Committee, to present a report at the Senate's October 10th

meeting concerning the University's operating and capital budgets and the potential impact of the SEC and other capital projects on those budgets.

Educational Quality Issues

As noted in my May report, the Executive Committee has established a Special Joint Subcommittee on Educational Quality to examine a variety of issues concerning the recruitment and retention of highly qualified undergraduate students, including issues related to faculty resources and other academic resources that are needed to enhance the quality of the University's undergraduate programs. The Special Joint Subcommittee has begun its work this month.

A recent issue of the *GW Hatchet* contained articles that discussed problems with academic advising in undergraduate departments. The Executive Committee has asked the Educational Policy Committee to examine the adequacy of academic advising for undergraduates and to report its findings and recommendations to the Faculty Senate.

Open Access to Scholarly Research

The Executive Committee has asked the Committee on Libraries and the Research Committee to jointly examine the issue of whether or not the University should adopt a policy, as Harvard University has done, to require faculty members to make their scholarly articles available for free online access. At Harvard, faculty members must provide electronic versions of their published scholarly articles to the provost's office, which maintains a freely accessible online repository for those articles. The Committees will examine practices of other educational institutions as appropriate and provide the Executive Committee with their recommendations on this issue.

Executive Committee luncheons with Standing Committee Chairs

The Executive Committee is making arrangements to schedule one or more luncheons with Standing Committee Chairs. Last year, such luncheons provided a good opportunity for the Executive Committee to exchange information and ideas with Committee Chairs on issues of interest to the Faculty Senate and its Standing Committees.

Appointment of Representatives to the Advisory Council on Research

The Executive Committee has appointed Professor Fatah Kashanchi and Professor Sharon Lambert as the representatives from the Faculty Senate Research Committee who will serve on the University's Advisory Council on Research.

Reports by the Chair of the Executive Committee

The Annual Report of the Chair of the Faculty Senate Executive Committee for the 2007-08 session of the Faculty Senate was distributed with the agenda for today's meeting of the Faculty Senate. The Report of the Chair of the Executive Committee to the Board of Trustees' Academic Affairs Committee, dated April 29, 2008, is attached to this report.

II. PERSONNEL MATTERS

Grievances

The two outstanding faculty grievances, both from the Columbian College of Arts and Sciences, have moved from the mediation stage to the hearing stage.

III. OTHER MATTERS

2007-08 Summary Report on Compliance Issues

The Executive Committee recently received the University Compliance Office's annual summary report on compliance issues, and that report will be distributed with the minutes of today's meeting of the Faculty Senate.

Revision of the Faculty Handbook

Executive Vice President Lehman has advised that the Office of General Counsel, with the assistance of Professor Edward Caress, is currently preparing a revised draft of the *Faculty Handbook*. The revised draft of the *Handbook* will be referred to appropriate Senate Standing Committees for review and comment before it is finalized. The Administration intends to publish the revised *Handbook* in electronic format online, in lieu of the previous hard copy edition.

Pending Searches for Senior Academic Administrative Positions

Executive Vice President Lehman has advised that the Administration's searches for a new Vice President for Research and a new Dean for the College of Professional Studies are nearing their final stages.

IV. ANNOUNCEMENTS

Regular Annual Meeting of the Faculty Assembly on October 3, 2008

The regular annual meeting of the Faculty Assembly will be held on Friday, October 3, 2008, at 3:30 p.m., in the Jack Morton Auditorium of the School of Media and Public Affairs, 805 - 21st Street, N.W. A reception will follow the Assembly. Newly-appointed faculty members will be introduced, and President Knapp and Executive Vice President Lehman will address the Assembly. All members of the Faculty Senate are requested to attend this meeting and to encourage their faculty colleagues to attend. The Executive Committee and the Administration have agreed that, in future years, the regular annual meeting of the Faculty Assembly will be held during the afternoon on the first Friday in October.

Next Regular Meeting of the Faculty Senate on October 10, 2008

The next regular meeting of the Faculty Senate is scheduled for October 10, 2008. Resolutions and/or reports to be included on the agenda for this meeting should be submitted to the Executive Committee not later than September 19, 2008.

Thank you.

The George Washington University

Progress Report of the Special Committee of the Faculty Senate on Financial & Operational Planning for the Science & Engineering Complex

July 1, 2008

1) Committee Charter

The Special Committee of the Faculty Senate on Financial & Operational Planning for the Science & Engineering Complex (SEC) was established by Arthur Wilmarth on behalf of the Faculty Senate Executive Committee on May 23, 2008. The Special Committee has been asked to analyze the following issues and report back to the Executive Committee and the Faculty Senate:

- (i) the projected size and scope of the SEC
- (ii) the projected costs of building the SEC and providing the SEC with the requisite equipment and furnishings
- (iii) the anticipated sources of funding to meet those costs
- (iv) the projected impact of the SEC on the University's operational and capital budgets during the next several years.

2) Committee Members

Edward Cherian, Chair
Brian Biles, Liaison to the Executive Committee
Joe Cordes
Linda Gallo
Hermann Helgert
Michael King
Murray Loew
Donald Parsons
Gary Simon
Tony Yezer
Diana Johnson (joined June 26, 2008)

3) Initial Committee Activities

In addition to numerous emails and phone conversations between Committee members, the Committee held four meetings during the month of June 2008.

- June 4, 2008 – The Committee held an initial organizing meeting
- June 12, 2008 – The Committee met with Elliot Hirshman, outgoing Chief Research Officer, to discuss past planning efforts for the SEC and to review the

Report of the Science and Engineering Building Academic Program Committee, prepared by Elliot Hirshman and submitted to EVP Donald Lehman on January 26, 2007. In addition the Committee discussed plans for the next meeting with President Knapp.

- June 18, 2008 – The Committee met with President Steven Knapp, EVP Donald Lehman, and EVP Louis Katz. EVP Katz provided a detailed timeline of past planning efforts associated with the overall Campus Plan, the Square 54 development effort and initial SEC planning efforts: *Development Process and Internal Outreach Activities*, June 16, 2008. He also provided the Committee a collection of 30 documents related to these efforts, beginning in 2003, and subsequently provided Joe Cordes an electronic copy of these documents, which he has posted for all Committee members to view.
- June 25, 2008 – The Committee met with Professors Can Korman and David Ramaker, who were appointed to a University Board of Trustees Committee analyzing the SEC. The purpose of this meeting was to share information and thoughts related to the Committee's charter and the work of the Board of Trustees Committee efforts. Professor Korman shared a document, *Notes for a Presentation to The George Washington University Board of Trustees*, which apparently summarizes the current work of this Committee.
- June 13, 2008 – In addition to the above Committee meetings, Edward Cherian met with EVP Katz to request copies of any financial data available on SEC cost estimates and to obtain a copy of the completed preliminary SEC engineering feasibility study. Lou Katz deferred sharing of information until after the planned meeting of June 18.

4) Initial Committee Findings

- President Knapp has stated his plan for three sources of funding for the SEC: Indirect cost recovery from funded research, direct fund raising, and revenue from the Square 54 lease.
- Committee members have expressed concern over the lack of faculty involvement in previous major University capital projects, and the lack of transparency of planning and decision making for capital projects. President Knapp stated his intention to provide visibility and faculty involvement in these matters in his administration and we note a positive attitude has been presented.
- It appears that the University has decided to build a SEC and the planning for the building seems to be proceeding more rapidly than the financing plan for this effort. It also appears that the parking lot bounded by G, H, and 22 Streets, has been selected as the favored site. The parking lot would be demolished and a loss of some \$2.1 million/year will initially be incurred.

- The issue of a single building versus multiple adjacent buildings may still be open for discussion, but a single building design is being promoted.

The single building design offers advantages of maximum flexibility in rearranging space allocations among tenant organizations and maximum opportunity for interdisciplinary collaboration. A multiple building design allows for phased construction and phased funding, and special building features necessary for some disciplines and programs (such as vibration isolation) can be more easily accommodated.

- In general the SEC concept appears to favor housing all SEAS departments and the departments of Chemistry, Physics, Biology, Biological Anthropology (and others?) – although the tenants and programs to be included in the complex is uncertain at this time. President Knapp stated that he looks to the Deans to provide advice on this issue.
- Pending Board of Trustees approval, and President Knapp's decision to proceed with the SEC, a 2011 date has been projected for ground breaking.
- The University Board of Trustees has a committee exploring the feasibility of the SEC whose membership includes Professors Can Korman and David Ramaker. Arthur Wilmarth has requested the approval of President Knapp to add Professors Joe Cordes (Chair of the Faculty Senate Fiscal Planning & Budgeting Committee) and Hermann Helgert (Chair of the Faculty Senate Physical Facilities Committee) to the membership of this committee in order to insure maximum coordination of efforts in the planning and financing of the SEC.
- Currently it appears that only gross data are available concerning the proposed size of the SEC (as much as 500,000 square feet) and projected costs (\$250M - \$300M). President Knapp also suggested the possibility of finishing and furnishing each floor of the building complex in a sequential fashion – as funding becomes available.
- The University Capital Budget has a \$1.5 Million line item budgeted for SEC planning, and it is anticipated that an architecture & engineering study effort will be contacted for in FY 2009.

5) Future Committee Efforts

Due to difficulty in scheduling over the summer months, the next meeting of the Special Committee is planned for September 2008.

Committee members will continue efforts to obtain any and all available financial information which may be useful in estimating the cost of the SEC.

Edward Cherian will contact University trustee Nelson Carbonell and Vice President Laurel Price Jones to discuss sharing information regarding planning and financing for the SEC.

6) Documents Received and Reviewed by the Special Committee

- Email from Arthur Wilmarth establishing the Special Committee, May 23, 2008
- Memo from Arthur Wilmarth to Steven Knapp and Donald Parsons, May 19, 2008
- Faculty Senate Resolution on *Construction of New Science Facility as The Top Priority Among New Academic Structures (04/1)*
- Annual reports and minutes of the Faculty Senate Physical Facilities Committee; 2003-2008
- Faculty Senate meeting minutes re the New Science Facility, various dates
- *Report of the Science and Engineering Building, Academic Program Committee*, January 26, 2007
- *Development Process and Internal Outreach Activities*, Prepared by EVP Katz, June 16, 2008
- Square 54 & Campus Plan, Internal Outreach, Prepared by EVP Katz, June 13, 2008
- *Notes for a presentation to The George Washington University Board of Trustees*, Board of Trustees document, undated

FACULTY SENATE REPORT

April 29, 2008

Since the last report to the Committee on Academic Affairs, the Faculty Senate has met three times on February 8, March 14, and April 11.

ACTION ITEMS

Resolutions

The Faculty Senate approved one resolution.

A Resolution Concerning Secondary and Courtesy Appointments for Regular, Active-Status Faculty Members (07/6)

At the April meeting the Faculty Senate passed by unanimous vote a twice revised resolution on secondary and courtesy appointments for regular active-status faculty. The resolution, presented by the Committee on Professional Ethics and Academic Freedom, emphasized the desirability of such appointments as they promote collaboration and interdisciplinary cooperation between departments and between schools.

The resolution provides language for the Faculty Code which authorizes and regularizes secondary and courtesy appointments in departments and schools. It distinguishes between secondary appointments that grant governance privileges, as determined by the regular, active-status faculty, and courtesy appointments that do not provide such privileges.

PERSONNEL MATTERS

Grievances

There are three grievances in process. A grievance in the School of Engineering and Applied Sciences is in the hearing process and two cases in the Columbian College of Arts and Sciences are in mediation.

Nonconcurrences

The Executive Committee has not received any administration nonconcurrences with faculty personnel recommendations.

REPORTS

Annual Report on the School of Public Health and Health Services

Pursuant to procedures determined at the time of the establishment of the School of Public Health and Health Services, Dean Ruth J. Katz presented the annual report on the School at the February meeting of the Faculty Senate. She provided information on student demographics over a four-year period, faculty research funding and expenditures, and the School's collaborations with the District of Columbia Department of Health. She also presented data on the number and growth of the School's faculty (2004-2007), which indicate a decline in the number of regular active status faculty from 50 to 43, an increase in the number of research faculty from 23 to 36, and an increase in visiting faculty from one to nine. Dean Katz also reported the appointment of a new permanent Chair in the Department of Exercise Science. With this appointment the School will have seven permanent department chairs in place for the first time in the School's almost 11-year history.

An issue of concern for the Faculty Senate has been the School's noncompliance with the Faculty Code requirement that 75% of School's regular active-status faculty be tenured or in tenure track. A Special Faculty Senate Committee established in 2006 to review the School's lack of compliance has been in discussion with the Dean over the last two years. They have advised Dean Katz on the need for a detailed compliance plan and requested that such a plan be transmitted to the Special Committee. During the discussion that followed Dean Katz's presentation, Senate members reiterated their shared conclusion that the School's ability to recruit the best faculty will continue to be hampered if the existing percentage of tenure and tenure-accruing positions is sustained.

Annual Report on the Composition of the Faculty

Executive Vice President for Academic Affairs Lehman presented the annual report on the composition of the faculty at the February meeting. The report provides data by school on the number and percentage of regular active-status faculty, limited service faculty, and research faculty.

Vice President Lehman noted that over the last ten years the total number of regular active-status faculty has fluctuated from year to year, often closely tracking student enrollment numbers. In the five schools operating under a unified budget, 82 faculty positions were added over the reporting period (1998, 2000, 2002-2007), while the number of limited service faculty has decreased over a seven year period (2001-2007) by 53.

Biennial Report on Women Faculty and Faculty of Color

At the March meeting of the Faculty Senate, Executive Vice President for Academic Affairs Lehman presented the Biennial Report on Women Faculty and Faculty of Color.

The report indicates that over a two-year period (2005-2007) of the 120 new full-time faculty, 69 were men and 51 women. Of the 1,122 total number of faculty, 713 are men and 409 are women. Additionally, the data reveals significant changes in the minority faculty population over a

ten year period. The addition of 38 minority male faculty resulted in an increase of 47.5%. With respect to minority women faculty 45 were added for an increase of 89.4%.

The report also provides data comparing the number of women and minority faculty at the University with local institutions and market basket institutions. With respect to the number of women faculty, relative to the area institutions, George Washington University ranks fifth. With respect to minority faculty the University has moved from 4th to 3^r among local institutions. Compared to market basket institutions, the University ranks 5th in the percentage of minority faculty and in the top 6 in terms of the number of women faculty.

Respectfully Submitted

Lilien F. Robinson, Chair
Faculty Senate Executive Committee

The Administration's Response to Faculty Senate Resolutions for the 2007-08 Session referenced in the 2007-08 Annual Report of the Executive Committee was published with the agenda for the September 12th 2008 Senate meeting.

The Response and the Resolutions can be viewed beginning on page 5 at this link:

http://www.gwu.edu/%7Efacsen/faculty_senate/pdf/Agenda9-12-08.pdf

REGULATORY COMPLIANCE HELP AND REFERRAL LINE INQUIRIES / ALLEGATIONS
EXECUTIVE SUMMARY FY 2008

9/11/2008

CATEGORY	FY 07	FY08	REPORTED ISSUE	REVIEWED BY	RESOLUTION
Conflicts of Interest	FY 07 5	FY 08 16			
1			Possible conflict of interest with researcher's company	Internal Audit	Closed - Internal Audit reviewed the matter. Caller was referred to the appropriate conflict of interest policy and the conflict was managed
2			Possible conflict of interest with student-run business	Office of General Counsel	Closed - Individuals referred to appropriate conflict of interest policy and vendor was added to conflicted database
3			Possible conflict of interest with payment to vendor	Compliance & Privacy Office	Closed - Caller was referred to the appropriate conflict of interest policy and the conflict was managed
4			Conflict of interest policy inquiry from librarians	Compliance & Privacy Office	Closed - Training session provided for library staff per request. Session included discussion of various conflicts policies
5			Employee had question regarding payment for lectures	Compliance & Privacy Office	Closed - Employee was referred to Faculty Recruitment and Personnel
6			Employee had question regarding gift card received	Compliance & Privacy Office	Closed - Employee referred to the appropriate conflicts policy and the gift card was returned
7			Potential conflict of interest reported	Compliance & Privacy Office	Closed - Employee referred to the appropriate conflicts policy. No conflict identified
8			Employee had question about working with outside company	Office of the Chief Research Officer	Closed - Employee referred to the appropriate conflicts policy. No conflict identified

REGULATORY COMPLIANCE HELP AND REFERRAL LINE INQUIRIES / ALLEGATIONS
EXECUTIVE SUMMARY FY 2008

9/11/2008

CATEGORY	FY 07	FY08	REPORTED ISSUE	REVIEWED BY	RESOLUTION
9			Caller from outside organization had question regarding conflict of interest policies, procedures and reporting	Compliance & Privacy Office	Closed - Caller referred to the appropriate conflicts policy
10			Employee's wife may be working with contractor that works for GW	Office of General Counsel and Compliance & Privacy Office	Closed - Employee was referred to the appropriate conflicts policy and advised to disclose information to supervisor per the policy
11			Caller had question regarding conflicts policy for adjunct and part-time faculty	Office of General Counsel and Compliance & Privacy Office	Closed - Caller was referred to the appropriate conflicts policy
12			Caller had question regarding potential conflict	Compliance & Privacy Office	Closed - Caller was referred to the appropriate conflicts policy and advised to disclose the conflict to their supervisor per the policy
13			Caller had question regarding performing work for her former employer	Compliance & Privacy Office	Closed - Caller was referred to the appropriate conflicts policy and advised to disclose the conflict to their supervisor per the policy. Vendor was added to Conflicted Vendor Database
14			Employee wanted to know if gift could be accepted	Office of General Counsel and Compliance & Privacy Office	Closed - Employee was referred to the appropriate conflicts policy and advised to obtain supervisor approval before accepting the gift
15			Question regarding gift acceptance	Office of General Counsel and Compliance & Privacy Office	Closed - Recipient was referred to the applicable conflicts policy. The gift was subsequently disclosed per the policy

**REGULATORY COMPLIANCE HELP AND REFERRAL LINE INQUIRIES / ALLEGATIONS
EXECUTIVE SUMMARY FY 2008**

9/11/2008

CATEGORY	FY 07	FY08	REPORTED ISSUE	REVIEWED BY	RESOLUTION
16			Question regarding conflict of interest - faculty member wanted to use another faculty member's company	Procurement Department, Office of the Chief Research Officer, Tax Department, Office of General Counsel	Closed - The individual was referred to the appropriate conflicts policy, the entity was added to the Conflicted Vendor Database, and the conflict was managed
Employment	FY 07 26	FY 08 13			
1			Employee had question regarding use of Family Medical Leave Act (FMLA) leave	Compliance & Privacy Office	Closed - Employee referred to the FMLA policy, was referred to Human Resources, and met with Human Resources and resolved FMLA leave questions
2			Caller alleged they he/she was improperly terminated	Office of the Chief Human Resources Officer	Closed - No regulatory or policy violation identified
3			Caller was concerned over his/her addiction to the Internet	Compliance & Privacy Office	Closed - Provided information to caller regarding Faculty/Employee Assistance Program
4			Employee wanted information on University's nepotism policy	Office of the Chief Human Resources Officer	Closed - Employee was referred to the Nepotism Policy and to Human Resources for further questions or policy clarification
5			Employee wanted to know if employees could respond to reimbursed surveys from entities outside GW	Office of the Chief Human Resources Officer	Closed - Employee was told that there is no formal policy, though the activity is discouraged
6			Faculty member had question regarding merit increases as well as intellectual property rights	Associate Vice President for Graduate Studies & Academic Affairs and Director Medical Center Faculty Affairs & Program Development	Closed - The faculty member was referred to the appropriate intellectual property policies, and informed of the process for merit increases

**REGULATORY COMPLIANCE HELP AND REFERRAL LINE INQUIRIES / ALLEGATIONS
EXECUTIVE SUMMARY FY 2008**

9/11/2008

CATEGORY	FY 07	FY08	REPORTED ISSUE	REVIEWED BY	RESOLUTION
7			Employee had a question regarding retirement contribution accuracy	Office of General Counsel and Internal Audit	Closed - Contributions were made according to the plan
8			Fax received stating a GW contractor was exploiting its employees	Compliance & Privacy Office	Closed - Not a GW compliance issue. Letter was forwarded to the EVP&T as an FYI only
9			Work study student improperly recorded hours	Internal Audit	Closed - Internal Audit reviewed the matter. The improper recording was rectified and new practices put in place for better communication to students regarding proper time reporting
10			Caller reported understaffed department and increased workload	Office of the Chief Human Resources Officer	Closed - No regulatory violation identified
11			Caller reported department was overworking employees on weekends, and employees were moving heavy items resulting in an injury	Office of the Chief Human Resources Officer	Closed - No regulatory or policy violations identified
12			Safety concern regarding coworker's behavior	University Policy Department, Office of the Chief Human Resources Officer, Office of General Counsel, Office of the Associate Vice President and Dean of Students	Closed - Matter investigated and claim unsubstantiated
13			Employee reported being ignored regarding a union grievance	Office of the Chief Human Resources Officer and Office of General Counsel	Closed - University cannot be involved in union matter

REGULATORY COMPLIANCE HELP AND REFERRAL LINE INQUIRIES / ALLEGATIONS
EXECUTIVE SUMMARY FY 2008

9/11/2008

CATEGORY	FY 07	FY 08	REPORTED ISSUE	REVIEWED BY	RESOLUTION
Environment	FY 07 1	FY 08 1			
1			Anonymous letter stated that GW had violated workers rights, health and safety during a one day water shut off at the VA campus. The employee reported this to the Virginia Department of Labor and Industry	Risk Management	Closed - Risk Management spoke with the Virginia Department of Labor and Industry, which entity had closed the matter with no corrective action identified
Facilities	FY 07 0	FY 08 4			
1			Employee reported an elevator closes too quickly and that she injured her hand as a result	Risk Management and Facilities Management	Closed - Elevator was inspected and determined to be functioning properly. Employee was provided information for worker's compensation claim reporting
2			Employee reported building security issues in her department	Cross Functional Team (Representatives from University Policy Department, Risk Management, Facilities and Residential Property Management)	Closed - Security upgrade by the Cross Functional Team was requested and additional building security measures instituted
3			Inquiry regarding disposal of old appliance	Compliance & Privacy Office	Closed - Employee was referred to the surplus property policy, and referred to asset management personnel in Comptroller's Office and told not to dispose of property until given permission

**REGULATORY COMPLIANCE HELP AND REFERRAL LINE INQUIRIES / ALLEGATIONS
EXECUTIVE SUMMARY FY 2008**

9/11/2008

CATEGORY	FY 07	FY 08	REPORTED ISSUE	REVIEWED BY	RESOLUTION
4			Elevator reported to be too small for individuals in motorized chairs	Facilities Management and Disability Support Services	Closed - Work on the elevator was added to list of work to be done
Financial Irregularities	FY 07 4	FY 08 11			
1			GWorld Cardholder Usage Guidelines appeared to be inconsistent with DC escheatment regulations	Office of General Counsel, GWorld Card Office, and Tax Department	Closed - GW's practices were in compliance with DC law, and the guidelines were revised to read more consistently with DC law and University practice
2			Former employee believed University liability is understated	Internal Audit	Closed - Reviewed by Internal Audit and external auditors. Liability was properly stated
3			Person reported receiving fraudulent check purportedly from GW	Office of General Counsel, Comptroller's Office, Cashier's Office, Accounts Payable and Treasury Management	Closed - New procedure developed, and matter forwarded to Accounts Payable for handling
4			Person reported receiving fraudulent check purportedly from GW	Office of General Counsel, Comptroller's Office, Cashier's Office, Accounts Payable and Treasury Management	Closed - New procedure developed, and matter forwarded to Accounts Payable for handling
5			Person reported receiving fraudulent check purportedly from GW	Office of General Counsel, Comptroller's Office, Cashier's Office, Accounts Payable and Treasury Management	Closed - New procedure developed, and matter forwarded to Accounts Payable for handling

**REGULATORY COMPLIANCE HELP AND REFERRAL LINE INQUIRIES / ALLEGATIONS
EXECUTIVE SUMMARY FY 2008**

9/11/2008

CATEGORY	FY 07	FY 08	REPORTED ISSUE	REVIEWED BY	RESOLUTION
6			Person reported receiving fraudulent check purportedly from GW	Office of General Counsel, Comptroller's Office, Cashier's Office, Accounts Payable and Treasury Management	Closed - New procedure developed, and matter forwarded to Accounts Payable for handling
7			Person reported receiving fraudulent check purportedly from GW	Office of General Counsel, Comptroller's Office, Cashier's Office, Accounts Payable and Treasury Management	Closed - New procedure developed, and matter forwarded to Accounts Payable for handling
8			Possible PCard irregularity	Internal Audit	Closed - Internal Audit reviewed and recommended that the department improve controls and training
9			Person reported receiving fraudulent check purportedly from GW	Office of General Counsel, Comptroller's Office, Cashier's Office, Accounts Payable and Treasury Management	Closed - New procedure developed, and matter forwarded to Accounts Payable for handling
10			Person reported receiving fraudulent check purportedly from GW	Office of General Counsel, Comptroller's Office, Cashier's Office, Accounts Payable and Treasury Management	Closed - New procedure developed, and matter forwarded to Accounts Payable for handling
11			Person reported receiving fraudulent check purportedly from GW	Office of General Counsel, Comptroller's Office, Cashier's Office, Accounts Payable and Treasury Management	Closed - New procedure developed, and matter forwarded to Accounts Payable for handling
General	FY 07 3	FY 08 9			

REGULATORY COMPLIANCE HELP AND REFERRAL LINE INQUIRIES / ALLEGATIONS
EXECUTIVE SUMMARY FY 2008

9/11/2008

CATEGORY	FY 07	FY08	REPORTED ISSUE	REVIEWED BY	RESOLUTION
1			Caller received mail from outside entity that indicated GW had liability for not hanging required posters	Compliance & Privacy Office	Closed - Mail was junk mail. No action required
2			Employee requested policy information regarding alcohol and departmental holiday parties	Office of General Counsel and Compliance & Privacy Office	Closed - Employee was advised of policy
3			Employee was concerned about party being offered with alcohol	Office of General Counsel and Compliance & Privacy Office	Closed - Alcohol was not to be offered at party
4			Graduate student wanted to survey past Student Association presidents	Office of the Associate Vice President for Health Research, Compliance & Technology Transfer and Registrar's Office	Closed - Survey did not require Institutional Review Board approval. As long as Student Association presidents gave permission, there was no issue under the Family Education Rights and Privacy Act (FERPA)
5			Inquiry regarding International Standard Book Number (ISBN) assignments	Compliance & Privacy Office	Closed - No regulatory requirements identified
6			Employee reported possible non-compliance with D.C. filing requirement	Office of General Counsel	Open - Corrective action identified and resolution ongoing
7			Concern regarding alcohol at party in the Marvin Center	Center for Alcohol and Other Drug Education (CADE)	Closed - CADE was aware of the event and the required steps were followed for the event
8			Employee had question regarding use of religious terms in email	Office of Equal Employment Opportunity	Closed - Employee was referred to EEO

**REGULATORY COMPLIANCE HELP AND REFERRAL LINE INQUIRIES / ALLEGATIONS
EXECUTIVE SUMMARY FY 2008**

9/11/2008

CATEGORY	FY 07	FY 08	REPORTED ISSUE	REVIEWED BY	RESOLUTION
9			Caller reported finding potentially confidential internal audit documents in boxes when cleaning	Office of General Counsel	Closed - Information provided to General Counsel and the Comptroller's Office and the storage/destruction issues were resolved
Health Care	FY 07 1	FY 08 0			
Information Technology	FY 07 5	FY 08 6			
1			Caller reported that a department violated the Data Classification Policy by improperly using and storing Social Security Numbers (SSNs)	Compliance & Privacy Office	Closed - No SSN policy violation was identified, though additional security measures were put in place
2			Employees reported receiving spam e-mail reportedly from the Better Business Bureau	Information Systems and Services	Closed - No additional reports of spam received. Blast e-mail warning determined to be unnecessary
3			Email sent to researcher listserv reporting theft of a laptop	Information Systems and Services and Compliance & Privacy Office	Closed - Researchers laptops were encrypted
4			Stolen laptop reported in Hatchet	Compliance & Privacy Office	Close - No report of confidential / personally-identifiable informaton lost. Loss of machine itself was not reportable
5			Employee inquiry regarding laptop security and insurance	Compliance & Privacy Office	Closed - Policy information was provided to employee

REGULATORY COMPLIANCE HELP AND REFERRAL LINE INQUIRIES / ALLEGATIONS
EXECUTIVE SUMMARY FY 2008

9/11/2008

CATEGORY	FY 07	FY 08	REPORTED ISSUE	REVIEWED BY	RESOLUTION
6			Employee reported information security issue pertaining to Banner	Office of the Chief Human Resources Officer	Closed - No security breach identified
Not a Compliance Issue FY 07: 1 FY 08: 1					
1			Employee reported that another employee represented that he is a CPA even though his license was suspended	Compliance & Privacy Office	Closed - Not a compliance issue, but one between the individual and the applicable state licensing board
Privacy Issue FY 07: 11 FY 08: 5					
1			Improper request for employee records	Office of the Executive Vice President & Treasurer and Compliance & Privacy	Closed - Employee at issue left GW
2			Employee reported that health information was collected and made accessible to other employees	Office of the Chief Human Resources Officer and Office of General Counsel	Closed - information no longer accessible by employees
3			Medical information was placed on an office windowsill and visible to those outside	Compliance & Privacy Office	Closed - Employee who works in office was notified that information was visible, and employee moved the documents
4			Alum received letter with GWid stamped on envelope	Office of Development Operations and Registrar's Office	Closed - Incident was one-time occurrence. It is policy not to include GWid in mailings
5			Graduate program wanted to call potential students and was concerned about privacy issues involved	Office of General Counsel and Registrar's Office	Closed - Caller was given response from OGC and advised to discuss FERPA issues with Registrar

REGULATORY COMPLIANCE HELP AND REFERRAL LINE INQUIRIES / ALLEGATIONS
EXECUTIVE SUMMARY FY 2008

9/11/2008

CATEGORY	FY 07	FY 08	REPORTED ISSUE	REVIEWED BY	RESOLUTION
Sexual Harassment	FY 07 1	FY 08 1			
1			Faculty member, on behalf of an anonymous graduate student, sought information on how to report sexual harassment concerns	Compliance & Privacy	Closed - Information was provided to the faculty member to forward to the student regarding the applicable policy and procedures and the departments where such concerns could be reported should the student wish to come forward
Sponsored Research	FY 07 7	FY 08 4			
1			Employee received e-mail that University needed to file Assurance of Compliance	Office of the Chief Research Officer and Office of Equal Employment Opportunity	Closed - Assurance of Compliance was filed
2			Concerns regarding researchers attending conferences on grant funds, and effort reporting implications of same	Internal Audit	Closed - Reviewed by Internal Audit. No unallowable charges or effort reporting errors were identified
3			Inquiry regarding HIPAA and GLBA agreements and whether or not they applied to a service contract	Office of General Counsel	Closed - no such issues were identified in this situation
4			Caller had concerns regarding use of GWids on human research surveys, and whether or not personal data, transcript, or GWorld cards can be obtained using only the GWid	Office of General Counsel, Registrar's Office and GWorld Card Office	Closed - GWids were not to be used on surveys. Also noted that GWid alone could not be used to obtain sensitive data
Student Related	FY 07 8	FY 08 3			

REGULATORY COMPLIANCE HELP AND REFERRAL LINE INQUIRIES / ALLEGATIONS
EXECUTIVE SUMMARY FY 2008

9/11/2008

CATEGORY	FY 07	FY 08	REPORTED ISSUE	REVIEWED BY	RESOLUTION
1			Student called concerning customer service in Student Financial Aid	Student Financial Assistance	Closed - Not a compliance issue, but nevertheless notified Student Financial Assistance of the call
2			Graduate student reported that everyone was against him vis-à-vis his academic grades	Associate Vice President and Dean of Students and Office of General Counsel	Closed - Threat assessment had been conducted with UPD involvement and situation was managed. Student was referred to Dean of Students.
3			Student was concerned about allegations against him/her	Associate Vice President and Dean of Students	Closed - Student was advised to contact the Dean of Students Office
Tax Related FY 07 FY 08 3 1					
1			Employee was concerned about state garnishment of her wages	Payroll Services and Compliance & Privacy	Closed - GW was in compliance with state law and could not alter the wage garnishment
Total FY 07 FY 08 76 75					

THE GEORGE WASHINGTON UNIVERSITY
Washington, D.C.

The Faculty Senate

September 4, 2008

The Faculty Senate will meet on Friday, September 12, 2008, at 2:10 p.m. in the State Room, 1957 E Street, N.W., 7th Floor

AGENDA

1. Call to order

2. IN MEMORIAM:

Professor Phillip D. Grub, Aryamehr Professor Emeritus of Multinational Management

3. Approval of the minutes of the regular meeting of May 9, 2008, as distributed

4. Resolutions

A RESOLUTION TO AMEND THE FACULTY ORGANIZATION PLAN WITH REGARD TO THE COMPOSITION OF THE FACULTY SENATE (08/2):
Professor Charles A. Garris, Jr., Chair, Committee on Professional Ethics and Academic Freedom (The Resolution is attached.)

5. Introduction of Resolutions

6. Response of the Administration to Senate Resolutions for the 2007-08 Session (Administration's Response and Resolutions are attached.)

7. Presentation on the Employee Assistance Program: Dr. Lee Smith, Director of the University Faculty/Employee Assistance Program

8. Presentation on Alumni Relations and opportunities for faculty involvement: Dr. Adrienne A. Rulnick, Associate Vice President for Alumni Relations and Development

9. General Business:

(a) Nominations for election to Senate Standing Committees:
University and Urban Affairs: Christine J. Zink, Co-Chair
Appointment, Salary and Promotion Policies: Ravi S. Achrol, Ellen M. Dawson, Margaret M. Plack; Research: Fatah Kashanchi

(b) Nomination for appointment by the by the Board of Trustees to the following Committee: Trustees' Committee on External Affairs: Christine J. Zink, Co-Chair, Senate Committee on University and Urban Affairs

- (c) Report of the Executive Committee: Professor Arthur E. Wilmarth, Jr., Chair
 - (d) Annual Reports of Senate Standing Committees: Faculty Senate Executive Committee; Athletics and Recreation, Honors and Academic Convocations, Physical Facilities, and University and Urban Affairs (the Reports are attached)
 - (e) Chair's Remarks
- 10. Brief Statements (and Questions)
 - 11. Adjournment

Elizabeth A. Amundson

Elizabeth A. Amundson
Secretary

Attachments

Enclosures

**A RESOLUTION TO AMEND THE FACULTY ORGANIZATION PLAN WITH
REGARD TO THE COMPOSITION OF THE FACULTY SENATE AND THE
FACULTY SENATE EXECUTIVE COMMITTEE (08/2)**

WHEREAS, as codified in 1987, Article III, Section 2, subsection (a)(3) of the Faculty Organization Plan provided that the Faculty Senate consisted of twenty-six members, of which nine members (34.6%) were elected by the full-time faculty members of the Columbian College of Arts and Sciences (CCAS); and

WHEREAS, as a result of subsequent amendments to Article III, Section 2, subsection (a)(3) of the Faculty Organization Plan, the Faculty Senate has grown from twenty-six to twenty-eight members, but the number of members elected by CCAS faculty has remained at nine; and

WHEREAS, the full-time faculty of CCAS has accounted for approximately 40-45% of the University's full-time faculty during the past two decades: and

WHEREAS, the Faculty Senate believes that, effective on May 1, 2009, the size of the Faculty Senate should be increased to thirty members and the number of members representing CCAS should be increased to eleven members (36.6% of the full Senate), so that the proportion of Senate members representing CCAS will be closer to the proportion stipulated in the 1987 codification of the Faculty Organization Plan; and

WHEREAS, Article III, Section 5, subsection (b) of the Faculty Organization Plan currently provides that the Faculty Senate Executive Committee consists of eight faculty members of the Faculty Senate. However, a technical amendment is needed to conform the text of the fourth sentence of Article III, Section 5(b) to the present size of the Executive Committee; **NOW, THEREFORE**,

**BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE
WASHINGTON UNIVERSITY**

- (1) That the first sentence of Article III, Section 2, subsection (a)(3) of the Faculty Organization Plan be amended to read as follows, effective as of May 1, 2009:

“The faculty members of the Senate shall be elected by and from their faculties as follows: the Columbian College of Arts and Sciences, eleven; the Graduate School of Education and Human Development, the School of Engineering and Applied Science, the School of Business, the School of Medicine and Health Sciences, and the Law School, three each; and the Elliott School of International Affairs and the School of Public Health and Health Services, two each.”

- (2) That the fourth sentence of Article III, Section 5, subsection (b) of the Faculty Organization Plan be amended to read as follows:

“The Chairman shall be elected first by the Senate; and the Senate shall thereafter elect the other seven elective members of the Executive Committee, subject to the restriction that the Executive Committee may not include two or more members who have been elected to the Senate by the same school or faculty group.”

- (3) That the President, as Chair of the Faculty Assembly, is requested to place on the agenda of the Faculty Assembly at its meeting on October 3, 2008, the foregoing proposed amendments to the Faculty Organization Plan.
- (4) That, upon approval by the Faculty Assembly, the President is requested to forward the foregoing proposed amendments to the Faculty Organization Plan for final approval by the Board of Trustees as soon as conveniently possible.

Faculty Senate Committee on Professional Ethics and Academic Freedom
August 11, 2008

RESOLUTIONS 2007-08 SESSION

	Date of Meeting	Title of Resolution	Action	Response of Administration
07/1	5-11-07	A Resolution of Appreciation (for Stephen J. Trachtenberg)	Adopted 5-11-07 Transmitted to President's Office 5/07	Response already received. The sentiments are received with gratitude and reciprocated in kind.
07/2	9-7-07	A Resolution to Amend the <i>Faculty Organization Plan</i> With Regard to the Composition of the Faculty Senate	Adopted 9-7-07 Transmitted to President's Office 9/07	Administration concurred with Resolution 07/2; thus an identical Resolution, Resolution FA-07/1, was considered and adopted by the Faculty Assembly on 9-10-07
FA-07/1 (Faculty Assembly)	9-10-07	A Resolution to Amend the <i>Faculty Organization Plan</i> With Regard to the Composition of the Faculty Senate	Adopted 9-10-07 Transmitted to the Board of Trustees via the President's Office	Approved by the Board of Trustees 10/07
07/3	9-7-07	A Resolution on Establishing a Steering Committee for Undergraduate Curriculum Review	Adopted 9-7-07	<i>Resolution 07/3 accepted. The Chair of the Faculty Senate Executive Committee and the EVPAA appointed and charged the committee by memo on 26 November 2007.</i>
07/4	12-14-07	A Resolution Concerning Secondary Appointments For Regular, Active-Status Faculty Members (07/4)	Remanded to Committee with amendments 12-14-07	No response required; included for information only. See Resolution 07/6 below.

RESOLUTIONS 2007-08 SESSION

Date of Meeting	Title of Resolution	Action	Response of Administration
07/5	1-18-08 A Resolution to Amend the <u>Faculty Code</u> to Provide A Parental Childcare Leave Benefit	Adopted as amended 1-18-08	Forwarded immediately to administration. Approved by the Board of Trustees 2/8/08
07-6	3-14-08 A Resolution Concerning Secondary And Courtesy Appointments for Regular, Active-Status Faculty Members	Tabled, March 14, 2008	Response already received.
	4-11-08	Adopted as amended 4-11-08	Forwarded immediately to administration. Approved by the Board of Trustees 5/08
07-7	4-11-08 A Resolution of Appreciation (Lilien Filipovitch Robinson)	Adopted by acclamation 4-11-08	<i>President Knapp and his senior staff members thank Professor Robinson for her service to The George Washington University.</i>
08-1	5-09-08 A Resolution to Amend the Time Limitation on Reporting of Final Grades by Faculty Members	Adopted May 9, 2008 At first (May) meeting of the 2008-09 session; forwarded for administrative response with 2007-08 resolutions	<i>Resolution 08-1 is accepted. The time limit for reporting of final grades will be implemented as proposed – “five working days after the final examination.”</i>

A RESOLUTION OF APPRECIATION (07/1)

WHEREAS, Stephen Joel Trachtenberg has served for nineteen years as President of The George Washington University with imagination and energy during a period of significant growth and transformation for the University, including the construction of new residence halls and academic buildings, a redesign of the Foggy Bottom campus, acquisition of the Mount Vernon campus, and further development of the Virginia Campus, and

WHEREAS, he has announced that he is leaving this position in July 2007 to become a member of the faculty, and

**WHEREAS, the Board of Trustees of The George Washington University, in recognition of his achievements, has appointed him University Professor of Public Service;
NOW, THEREFORE,**

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

That the Faculty Senate expresses its appreciation to Stephen Joel Trachtenberg for his many years of service to The George Washington University and his efforts to promote a wider recognition of the University's accomplishments throughout the nation and the world, and welcomes him as a faculty colleague.

**_____
/s/
Lilien F. Robinson, Chair
Executive Committee of the Faculty Senate
May 11, 2007**

SEAL

Adopted May 11, 2007

A RESOLUTION TO AMEND THE FACULTY ORGANIZATION PLAN WITH REGARD TO THE COMPOSITION OF THE FACULTY SENATE (07/2)

WHEREAS, the Faculty Organization Plan currently allocates a single seat in the Faculty Senate and on the Senate's Executive Committee to the School of Public Health and Health Services; and

WHEREAS, the Faculty Organization Plan, under Article II, Section 5, subsection (a), currently establishes a three-year consecutive term limit on membership on the Senate's Executive Committee; and

WHEREAS, limiting the School of Public Health and Health Services to a single seat on the Faculty Senate and on the Senate's Executive Committee may come into conflict with the above term limit, NOW, THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

(1) That Article III, Section 2, subsection (a) (3) of the Faculty Organization Plan be amended to read:

“The faculty members of the Senate shall be elected by and from their faculties as follows: Columbian College of Arts and Sciences, nine; the Graduate School of Education and Human Development, School of Engineering and Applied Science, School of Business, School of Medicine and Health Sciences, and the Law School, three each; the Elliott School of International Affairs and the School of Public Health and Health Services, two each.”

(2) That the President, as Chair of the Faculty Assembly, is requested to place on the agenda of the Faculty Assembly at its meeting on September 10, 2007 the proposed amendment to the Faculty Organization Plan; and

(3) That, upon approval by the Faculty Assembly, the President is requested to forward at the earliest opportunity the proposed amendment to the Faculty Organization Plan to the Board of Trustees for final approval, to become effective by January 1, 2008.

Executive Committee of the Faculty Senate
August 24, 2007

Adopted September 7, 2007

A RESOLUTION TO AMEND THE FACULTY ORGANIZATION PLAN WITH REGARD TO THE COMPOSITION OF THE FACULTY SENATE (FA 07/1)

WHEREAS, the Faculty Organization Plan currently allocates a single seat in the Faculty Senate and on the Senate's Executive Committee to the School of Public Health and Health Services; and

WHEREAS, the Faculty Organization Plan, under Article II, Section 5, subsection (a), currently establishes a three-year consecutive term limit on membership on the Senate's Executive Committee; and

WHEREAS, limiting the School of Public Health and Health Services to a single seat on the Faculty Senate and on the Senate's Executive Committee may come into conflict with the above term limit, NOW, THEREFORE

BE IT RESOLVED BY THE FACULTY ASSEMBLY OF THE GEORGE WASHINGTON UNIVERSITY

- (1) That Article III, Section 2, subsection (a) (3) of the Faculty Organization Plan be amended to read:

"The faculty members of the Senate shall be elected by and from their faculties as follows: Columbian College of Arts and Sciences, nine; the Graduate School of Education and Human Development, School of Engineering and Applied Science, School of Business, School of Medicine and Health Sciences, and the Law School, three each; the Elliott School of International Affairs and the School of Public Health and Health Services, two each."

- (2) That, upon approval by the Faculty Assembly, the President is requested to forward at the earliest opportunity the proposed amendment to the Faculty Organization Plan to the Board of Trustees for final approval, to become effective by January 1, 2008.

Executive Committee of the Faculty Senate
August 24, 2007

Adopted by the Faculty Assembly, September 10, 2007

THE WORDING OF THE AMENDMENT PROPOSED BY FA 07/1 IS IDENTICAL TO THAT PROPOSED BY SENATE RESOLUTION 07/2, TO BE CONSIDERED AT THE SEPTEMBER 7, 2007 MEETING OF THE FACULTY SENATE

**A RESOLUTION ON ESTABLISHING A STEERING COMMITTEE ON
UNDERGRADUATE CURRICULUM REVIEW (07/3)**

WHEREAS, During the 2006-2007 academic year the Faculty Senate and School faculties engaged in considerable discussion of the report of the Joint Administration/Faculty Task Force and its recommendation of the adoption of a 4x4 undergraduate curriculum "scenario;" and

WHEREAS, After reviewing a report and recommendations of a Special Committee of the Faculty Senate, which evaluated the Joint Task Force Report, the Faculty Senate adopted Resolution 06/5 on March 9, 2007, which recommended that the faculties of the several Schools should be given "a reasonable opportunity to undertake a comprehensive review of their respective curricula" prior to any decision by the University to adopt the 4x4 "scenario;" and

WHEREAS, Resolution 06/5 further stated that "the Faculty Senate urges the faculties of the several Schools, beginning in the Fall of 2007, to undertake a comprehensive curriculum review in their Schools, in collaboration with the incoming administration of President-elect Steven Knapp;" and

WHEREAS, Resolutions passed by School faculties were basically consistent with the conclusions and recommendations of Faculty Senate Resolution 06/5;
and

WHEREAS, President Knapp has expressed the Administration's support of a comprehensive review of the undergraduate curriculum and its accomplishment as a collaborative effort of the Deans, their faculties and the Faculty Senate; **NOW, THEREFORE,**

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

That the Faculty Senate recommends the establishment of a Steering Committee on Undergraduate Curriculum Review, which should undertake a comprehensive review and evaluation of the University's undergraduate curriculum and, based on that review, should issue recommendations for revisions to that curriculum consistent with the University's stated aspirations for academic excellence, and

That the Steering Committee should consist of:

- 1. Five Deans (Columbian College, the Elliott School of International Affairs, the School of Business, the School of Engineering and Applied Science, and the School of Public Health and Health Services), one of whom should serve as Committee Co-Chair, and**
- 2. Five faculty members, nominated by the Executive Committee for election by the Faculty Senate, one of whom to be designated as Committee Co-Chair, and**
- 3. Five faculty members, one from each of the foregoing Schools, elected by the faculty of the school and appointed by the Dean of the respective School.**

BE IT FURTHER RESOLVED

That the Steering Committee should work in concert with each of the standing or specially established School Committees undertaking the comprehensive review of its School curriculum.

**Executive Committee of the Faculty Senate
August 24, 2007**

Adopted, September 7, 2007

**A RESOLUTION CONCERNING SECONDARY APPOINTMENTS FOR
REGULAR, ACTIVE-STATUS FACULTY MEMBERS (07/4)**

WHEREAS, certain schools within the University have granted secondary appointments (sometimes called courtesy appointments) to regular, active-status faculty members who hold their primary appointments in other schools: and

WHEREAS, certain departments within a single school have granted secondary appointments to regular, active-status faculty members who hold their primary appointments in other departments within the same school;

WHEREAS, secondary appointments can encourage and facilitate interdisciplinary collaboration among faculty members from different schools or departments; and

WHEREAS, the Faculty Code does not refer to secondary appointments; and

WHEREAS, the Faculty Senate believes that it would be desirable to amend the Faculty Code to provide explicit authorization for secondary appointments; and

WHEREAS, the Faculty Senate believes that a secondary appointment should not confer any of the rights to participate in faculty governance that are provided under the Faculty Code and the Faculty Organization Plan;
NOW, THEREFORE

**BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE
WASHINGTON UNIVERSITY:**

That the Faculty Code be amended by adding the following new subsection at the end of Article I.B.:

6. **Secondary Appointments:** A faculty member holding a regular, active-status appointment in one department or school may be granted a secondary appointment (sometimes called a courtesy appointment) in another department or school for a limited specified renewable term. A secondary appointment shall require the recommendation of the appropriate faculty and officers of administration of the unit granting the appointment and shall comply with rules and procedures for secondary appointments established by the Vice President for Academic Affairs. A secondary appointment does not automatically confer any of the rights provided by the Faculty Code and the Faculty Organization

Plan to participate in faculty governance in the department or school that granted the secondary appointment, but the granting unit may confer governance rights with the approval of that unit's voting faculty. A secondary appointment terminates automatically upon expiration of its ~~stated~~ specified term or upon termination of the faculty member's regular, active-status appointment.

Faculty Senate Committee on Professional Ethics and Academic Freedom
December 5, 2007

Remanded to Committee with amendments December 14, 2007

**A RESOLUTION TO AMEND THE FACULTY CODE TO PROVIDE A PARENTAL
CHILDCARE LEAVE BENEFIT (07/5)**

- WHEREAS,** the Executive Vice President for Academic Affairs and the Chair of the Executive Committee of the Faculty Senate jointly appointed a Parental Leave Task Force to make recommendations for revising the University's policies for childbirth and parental leave for regular, active-status faculty members; and
- WHEREAS,** on July 23, 2007, the Parental Leave Task Force issued a report (the "Task Force Report") that presented two recommendations; and
- WHEREAS,** the second recommendation in the Task Force Report was a proposal to amend the Faculty Code and revise the Faculty Handbook to provide each regular, active-status faculty member who is the primary or coequal caregiver for a newborn or newly adopted child with a parental leave benefit, which would consist of one semester's paid release from teaching and administrative duties, subject to certain terms and conditions; and
- WHEREAS,** the Task Force Report found that the recommended parental leave benefit was desirable because a full-time faculty member who becomes a parent of a newborn or newly adopted child should be allowed to devote a reasonable period of time to care for the child without suffering a career-related penalty and without incurring the financial cost of taking unpaid leave at a time when the faculty member's household expenses have risen substantially due to the arrival of a new child; and
- WHEREAS,** the Task Force Report found that the recommended parental leave benefit was desirable because it would bring the University into line with parental leave policies at numerous institutions of higher education with which the University competes in attracting and retaining full-time faculty members; and
- WHEREAS,** the Task Force Report concluded that the recommended parental leave benefit was desirable because it would help to assure a family-friendly workplace for full-time faculty members and would encourage a more equitable gender balance within the full-time faculty; and
- WHEREAS,** the Chair of the Faculty Senate Executive Committee referred the Task Force Report to the Faculty Senate Committees on Administrative, Salary, and Promotion Policies ("ASPP") and Professional Ethics and Academic Freedom ("PEAF"), and those Committees appointed a joint subcommittee (the "Subcommittee") to review the Task Force Report and make recommendations for action by the Faculty Senate; and
- WHEREAS,** in response to the second recommendation of the Task Force Report, the Subcommittee prepared a proposed resolution that would amend the Faculty Code to provide a parental leave benefit to regular, active-status faculty members who become parents of newborn or newly adopted children or newly placed foster children;
- WHEREAS,** the Subcommittee's proposed resolution was approved by the ASPP and PEAFF Committees with the stipulation that the parental leave benefit for adopted or foster children should apply only to minor dependent children;
- WHEREAS,** the Faculty Senate believes that the Faculty Code should be amended to provide for the parental leave benefit recommended in the Task Force Report and endorsed (with revisions) by the ASPP and PEAFF Committees, ~~and that this benefit should also be extended to faculty members who become custodial guardians of minor dependent~~

children]; NOW, THEREFORE

**BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE
WASHINGTON UNIVERSITY:**

- (1) That the Faculty Code be amended by adding the following new section at the end of Article VI:

D. Parental Childcare Leave: A regular, active-status member of the faculty shall be entitled to parental childcare leave upon certifying that he or she will provide at least half of the child's care during the leave period, subject to the terms and conditions set forth in this section. Parental childcare leave shall include release from teaching responsibilities and service responsibilities for one semester with full salary and benefits, and such leave shall terminate within twelve months after a minor dependent child is born or adopted or enters the faculty member's home under a foster care ~~[minority proposal: or custodial guardianship]~~ arrangement. During such leave, faculty members shall continue providing thesis and dissertation advising to students whom they advised prior to the leave unless adequate alternative arrangements are made. For faculty members engaged in externally funded grant or contract related activities, parental childcare leave shall include release from responsibilities to the University, but shall not include release from responsibilities to the external funding sources unless alternative arrangements are approved by such sources. A regular, active-status faculty member is entitled to parental childcare leave for a maximum of two minor dependent children who are born or adopted or enter the faculty member's home as foster children ~~[minority proposal: or custodial wards]~~ after the starting date of the faculty member's appointment at the University. Parental childcare leave ~~with full or partial salary~~ under other circumstances or for other faculty, including leave with full or partial salary, may be granted at the discretion of the Executive Vice President for Academic Affairs, after consultation with the appropriate department chair (if applicable) and dean.

- (2) That, upon adoption by the University's Board of Trustees of the foregoing amendment to the Faculty Code, the Faculty Handbook should be revised to describe the parental childcare leave benefit set forth in that amendment.

Faculty Senate Committee on Appointment, Salary, and Promotion Policies
January 15, 2008

Faculty Senate Committee on Professional Ethics and Academic Freedom
January 16, 2008

[Note: Text appearing in brackets with respect to custodial guardianships was proposed by a minority of the members of the ASPP and PEAFF Committees but was not approved by the full Committees.]

Adopted as amended January 18, 2008

**A RESOLUTION CONCERNING SECONDARY AND COURTESY
APPOINTMENTS FOR REGULAR, ACTIVE-STATUS FACULTY MEMBERS
(07/6)**

WHEREAS, a small number of faculty members in the University hold joint appointments, and each joint appointment (i) provides the faculty member with a regular, active-status appointment in two or more schools or departments, and (ii) is separately budgeted in each school or department granting that appointment; and

WHEREAS, Article I.B.1. of the Faculty Code contemplates joint appointments, because the holder of a joint appointment receives a separate regular, active-status appointment from each participating school or department;

WHEREAS, certain schools and departments have also granted appointments that are not regular, active-status appointments to faculty members who hold regular, active-status appointments in other schools or departments within the University;

WHEREAS, such appointments are generally of two types – (i) appointments that confer specified governance privileges in the school or department granting the appointments (hereinafter referred to as “secondary appointments”), and (ii) appointments that do not confer any governance privileges in the school or department granting the appointments (hereinafter referred to as “courtesy appointments”);

WHEREAS, secondary and courtesy appointments can encourage and facilitate interdisciplinary collaboration among faculty members from different schools or departments; and

WHEREAS, the Faculty Code does not refer to secondary and courtesy appointments; and

WHEREAS, the Faculty Senate believes that it would be desirable to amend the Faculty Code to provide explicit authorization for secondary and courtesy appointments; and

WHEREAS, the Faculty Senate believes that a secondary or courtesy appointment should not automatically confer any of the rights to participate in faculty governance that are provided under the Faculty Code or the Faculty Organization Plan; and

WHEREAS, the Faculty Senate believes that a secondary appointment should confer one or more specified faculty governance privileges but such privileges should be approved by the regular, active-status faculty of the school or department granting that appointment; and

WHEREAS, the Faculty Senate believes that a courtesy appointment should not confer any faculty governance privileges; and

WHEREAS, the Faculty Senate believes that the terms, conditions, and designations of existing secondary and courtesy appointments should not be changed by the proposed amendment to the Faculty Code; **NOW, THEREFORE**

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY:

That the Faculty Code be amended by adding the following new subsection at the end of Article I.B.:

6. **Secondary and Courtesy Appointments:** A faculty member holding a regular, active-status appointment in one department or school may be granted a secondary or courtesy appointment in another department or school for a specified term. A secondary or courtesy appointment shall require the recommendation of the appropriate faculty and officers of administration of the unit granting that appointment and shall comply with rules and procedures for such appointments established by the unit granting that appointment and by the Vice President for Academic Affairs. A secondary or courtesy appointment is not a regular, active-status appointment and does not automatically confer any of the rights provided by the Faculty Code and the Faculty Organization Plan to participate in faculty governance in the unit granting that appointment. Unlike a courtesy appointment, a secondary appointment shall allow the faculty member to exercise one or more specified governance privileges in the faculty unit granting the appointment, but such privileges shall be approved by that unit's regular, active-status faculty. A secondary or courtesy appointment terminates automatically upon the expiration of its specified term or upon termination of the faculty member's regular, active-status appointment. This paragraph does not affect the terms, conditions, and designations of secondary and courtesy appointments in existence as of May 1, 2008.

Faculty Senate Committee on Professional Ethics and Academic Freedom
March 27, 2008

Adopted, as amended, April 11, 2008

A RESOLUTION OF APPRECIATION (07/7)

WHEREAS, Lilien Filipovitch Robinson has earned the highest level of respect, gratitude, and admiration of the University community; and

WHEREAS, her term of service on the Executive Committee of the Faculty Senate has reached its statutory limit; NOW, THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

That the following citation be issued:

Lilien Filipovitch Robinson has provided distinguished service as a member of the Faculty Senate for twenty-nine years. In addition, she has served on the Executive Committee for sixteen years and has chaired it for the last fourteen years of her service on the Committee. She has performed admirably in managing Senate affairs, providing stellar leadership tempered with great common sense as well as a sense of humor that is much appreciated by her colleagues. As required by Senate regulations, she vacates her seat on the Executive Committee after three years. The members of the Senate applaud her dedication to the concept of a strong faculty's role in university affairs, her willingness to serve in leadership positions, and her unfailing kindnesses to all of the colleagues with whom she works.

THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY
HEREBY EXPRESSES ITS DEEPEST APPRECIATION AND GRATITUDE TO
PROFESSOR LILIEN FILIPOVITCH ROBINSON
FOR HER DISTINGUISHED SERVICE

Steven Knapp

Steven Knapp
President

[SEAL]

Adopted by acclamation, April 11, 2008

**A Resolution to Amend the Time Limitation on Reporting of Final Grades by Faculty Members
(08/1)**

- Whereas, the quality of final examinations and overall course assessments by faculty members are dependent on the availability of adequate time for thoughtful consideration;**
- Whereas, the University is offering more writing-intensive courses, which require a substantial amount of additional grading time;**
- Whereas, the Faculty Senate recognizes that timely reporting of final grades by faculty members is essential so that the University can provide important academic and financial assistance services to students; NOW, THEREFORE**

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

That the time limit for reporting of final grades by faculty members be changed from "72 hours" to "five working days after the final examination."

Faculty Senate Educational Policy Committee, April 10, 2008

Adopted, May 9, 2008

**ANNUAL REPORT
of
THE EXECUTIVE COMMITTEE OF THE FACULTY SENATE
2007-2008 SESSION**

During the 2007-2008 session the Executive Committee established the agenda for eight regular meetings of the Faculty Senate.

The Faculty Senate considered seven resolutions. Five were adopted without emendation, and one was adopted as amended. One resolution was remanded to Committee when initially presented. A revised version was subsequently presented and tabled. The final version was presented and approved as amended.

The administration's response to the resolutions is attached to this report. Six of the resolutions considered by the Faculty Senate are briefly summarized below.

FACULTY SENATE RESOLUTIONS

"A Resolution to Amend the Faculty Organization Plan with Regard to the Composition of the Faculty Senate"

Presented by the Executive Committee, this resolution provides for a second seat on the Faculty Senate for the School of Public Health and Health Services.

The addition of a seat was necessitated by term limits on the Executive Committee of the Faculty Senate. One representative from each school is elected for a one-year term. There is a three-year consecutive term limit. Because it had only one representative on the Faculty Senate, the School of Public Health and Health Services could not have continuous representation on the Executive Committee.

The resolution was approved by the Faculty Senate and, as required for changes to the Faculty Organization Plan, it was also approved by the Faculty Assembly.

"A Resolution on Establishing a Steering Committee on Undergraduate Curriculum Review"

This resolution is a follow up on a resolution the Faculty Senate adopted in March 2007. In that resolution the Senate recommended that the faculties of the several schools concerned with undergraduate education undertake a comprehensive review of their respective curricula rather than making any decisions on the proposed 4x4 curriculum "scenario."

Presented by the Executive Committee, the resolution recommends the next step. It proposes a comprehensive curriculum review by the faculty and the academic deans of the five schools concerned with undergraduate education (Columbian College of Arts and Sciences, the

Elliott School of International Affairs, the School of Engineering and Applied Science, the School of Business, and the School of Public Health and Health Services).

The resolution was approved by the Faculty Senate.

“A Resolution to Amend the Faculty Code to Provide a Parental Childcare Leave Benefit”

Pursuant to the recommendations of the University’s Parental Leave Task Force which examined the University’s parental leave policies, the Joint Subcommittee of the Committee on Professional Ethics and Academic Freedom and the Committee on Appointment, Salary, and Promotion Policies reviewed the recommendations and presented a resolution on parental childcare leave.

The resolution endorses the conclusions of the Parental Leave Task Force and proposes amending the Faculty Code by adding a new section on parental childcare leave. This section specifies the circumstances, terms, duration, and benefits with respect to parental childcare leave available to regular, active-status faculty.

The resolution was approved by the Faculty Senate.

“A Resolution Concerning Secondary and Courtesy Appointments for Regular Active-Status Faculty Members”

Presented by the Committee on Professional Ethics and Academic Freedom, this resolution was drafted in light of the fact that the Faculty Code does not provide for secondary appointments between schools and between departments in the same school. Nevertheless, such appointments have been made and have increased in response to a general need for and emphasis on interdisciplinary research.

The resolution provides language for the Faculty Code which authorizes and regularizes secondary and courtesy appointments in departments and schools. It distinguishes between secondary appointments that grant governance privileges, as determined by the regular, active-status faculty, and courtesy appointments that do not provide such privileges.

The resolution was adopted as amended by the Faculty Senate.

“A Resolution of Appreciation”

Adopted by acclamation, this resolution was presented to Stephen J. Trachtenberg, President of the University.

"A Resolution of Appreciation"

Adopted by acclamation, this resolution was presented to Lilien F. Robinson, Chair of the Faculty Senate Executive Committee.

REPORTS

The Executive Committee arranged for the presentation of seven reports to the Faculty Senate. These included the annual report of the College of Professional Studies (Dean Roger Whitaker), annual report of the School of Public Health and Health Service (Dean Ruth J. Katz), annual report on the composition of the faculty (Executive Vice President for Academic Affairs Donald R. Lehman), biennial report on women and faculty of color (Executive Vice President for Academic Affairs Donald R. Lehman), update on Square 54 and the Science and Engineering Complex as related to the 2008-2009 Budget (Executive Vice President and Treasurer Louis H. Katz), and update on emergency preparedness (Assistant Vice President for Public Safety and Emergency Management John N. Petrie).

In addition, the Executive Committee continued a process it instituted during the 2001-2002 session of presentation of school status reports by the deans. Accordingly, the Senate received a presentation from the School of Engineering and Applied Science (Dean Timothy W. Tong).

PERSONNEL MATTERS

Grievances

Three grievances were in process during the 2007-2008 session, one in the School of Engineering and Applied Science and two in Columbian College of Arts and Sciences.

The two cases in Columbian College are in mediation. The case in the School of Engineering was heard by a Hearing Committee of the Faculty Senate's Dispute Resolution Committee, which upheld the decision of the University. The decision of the Hearing Committee was upheld on appeal.

Nonconcurrences

No administration nonconcurrences with faculty personnel recommendations were received by the Executive Committee.

During the 2007-2008 session the Faculty Senate considered and dealt with matters central to the success of the faculty role in governance at the University. The Executive Committee is most grateful to Faculty Senate members and the many colleagues throughout the University for their hard work, dedication and support. The Committee is appreciative of the time and effort extended by

President Knapp and Executive Vice President Lehman on the challenging issues of this session. The Executive Committee also extends very special thanks to Sue Campbell for her conscientious, effective, and cheerful assistance in the work of the Faculty Senate.

Respectfully submitted,

Lilien F. Robinson, Chair

Members of the Executive Committee:

Brian L. Biles
Charles A. Garris, Jr.
Ernest J. Englander
Michael S. Castleberry
Robert W. Rycroft
Gary L. Simon
Arthur E. Wilmarth, Jr.
Richard A. Windsor

Enclosure

RESOLUTIONS 2007-08 SESSION

	Date of Meeting	Title of Resolution	Action	Response of Administration
07/1	5-11-07	A Resolution of Appreciation (for Stephen J. Trachtenberg)	Adopted 5-11-07 Transmitted to President's Office 5/07	Response already received. The sentiments are received with gratitude and reciprocated in kind.
07/2	9-7-07	A Resolution to Amend the <i>Faculty Organization Plan</i> With Regard to the Composition of the Faculty Senate	Adopted 9-7-07 Transmitted to President's Office 9/07	Administration concurred with Resolution 07/2; thus an identical Resolution, Resolution FA-07/1, was considered and adopted by the Faculty Assembly on 9-10-07
FA-07/1 (Faculty Assembly)	9-10-07	A Resolution to Amend the <i>Faculty Organization Plan</i> With Regard to the Composition of the Faculty Senate	Adopted 9-10-07 Transmitted to the Board of Trustees via the President's Office	Approved by the Board of Trustees 10/07
07/3	9-7-07	A Resolution on Establishing a Steering Committee for Undergraduate Curriculum Review	Adopted 9-7-07	<i>Resolution 07/3 accepted. The Chair of the Faculty Senate Executive Committee and the EVPAA appointed and charged the committee by memo on 26 November 2007.</i>
07/4	12-14-07	A Resolution Concerning Secondary Appointments For Regular, Active-Status Faculty Members (07/4)	Remanded to Committee with amendments 12-14-07	No response required; included for information only. See Resolution 07/6 below.

RESOLUTIONS 2007-08 SESSION

	Date of Meeting	Title of Resolution	Action	Response of Administration
07/5	1-18-08	A Resolution to Amend the <u>Faculty Code</u> to Provide A Parental Childcare Leave Benefit	Adopted as amended 1-18-08	Forwarded immediately to administration. Approved by the Board of Trustees 2/8/08
07-6	3-14-08 4-11-08	A Resolution Concerning Secondary And Courtesy Appointments for Regular, Active-Status Faculty Members	Tabled, March 14, 2008 Adopted as amended 4-11-08	Response already received. Forwarded immediately to administration. Approved by the Board of Trustees 5/08
07-7	4-11-08	A Resolution of Appreciation (Lilien Filipovitch Robinson)	Adopted by acclamation 4-11-08	<i>President Knapp and his senior staff members thank Professor Robinson for her service to The George Washington University.</i>
08-1	5-09-08	A Resolution to Amend the Time Limitation on Reporting of Final Grades by Faculty Members	Adopted May 9, 2008 At first (May) meeting of the 2008-09 session; forwarded for administrative response with 2007-08 resolutions	<i>Resolution 08-1 is accepted. The time limit for reporting of final grades will be implemented as proposed – “five working days after the final examination.”</i>

REPORT OF THE FACULTY SENATE COMMITTEE ON ATHLETICS AND RECREATION

June 24, 2008

The Committee did not formally meet during the 2007-2008 academic year. There were two major reasons. First, no special issues arose that required action by the Committee or by the Senate. Second, the University has been preparing for the National Collegiate Athletic Association's ten-year, on-campus, evaluation of George Washington's intercollegiate athletic program and the Committee Chair has been deeply involved in the preparation of the self-study and other steps necessary for that event that will take place September 14-16, 2008.

The Committee Chair was asked by President Knapp to serve on the steering committee for the impending evaluation and was the chair of the subcommittee on governance matters, requiring a number of meetings with personnel involved in making policy decisions regarding the University's athletic enterprise.

One significant issue was the need to resurrect a university-wide committee to continuously consider matters of intercollegiate athletics, including academic performance of athletes as well as other issues such as the hiring of coaches, recruitment of athletes, and financial support. For the past few years only the Senate Committee on Athletics and Recreation has exercised any oversight over intercollegiate athletics (other than that normally exercised by administrative personnel). The Chair of that Committee discussed the propriety of utilizing the Senate Committee to cover the broad requirements of oversight with members of the Senate Executive Committee. It was agreed by all that the interests of the Senate differed from the needs for a special oversight committee that would cover the many phases of athletic administration. Of course the two committees would work side by side on matters involving items on the agendas of both.

Submitted by Jack Friedenthal, Acting Chair of the Senate Committee on Athletics and Recreation

**Annual Report of the Senate Committee on Honors and
Academic Convocations
Academic Year 2007/2008**

The Senate Committee on Honors and Academic Convocations met electronically on February 4, 2008, at the request of Marshall Jill Kastle. We approved a nomination for Mike McConnell to receive an honorary degree in 2008.

Sylvia A. Marotta, Chair

The George Washington University
Faculty Senate Committee on Physical Facilities
Final Report
June 12, 2008

During the Fall semester 2007 the Senate Committee on Physical Facilities met twice.

At its first meeting the committee considered four major issues of concern:

- The use of technology-equipped classrooms, including their availability, equipment infrastructure, and maintenance.
- The need for building security during weekends, especially the prevention of theft from offices frequently left unlocked by maintenance and cleaning staff.
- The development of campus-wide plans for emergency response
- The status of various projects and plans at the Virginia Campus.

At the committee's second meeting Mr. Juan Ibanez offered a comprehensive update on the status of various construction projects on the main campus, including Square 54 and Square 80 (School without Walls), and improvements to existing academic buildings. Mr. Ibanez also provided an overview of the efforts of Facilities Services in the areas of sustainability, energy efficiency and waste management.

During the Spring semester 2008 the committee met on two occasions. At its first meeting it received a report from Craig Linebaugh, Chief Academic Operating Officer, about the state of the Virginia Campus and his strategic vision for the development of the campus into a first-tier teaching and research component of the University. Dr. Linebaugh presented a three-phase

implementation plan centered on existing research projects and new educational initiatives.

At its second meeting in the spring semester 2008 the committee received a report from the Mount Vernon Campus Facilities Management Office on the status of various construction and maintenance projects at that site. The report provided details on various infrastructure improvements to academic buildings such as lighting, heating and air conditioning. It was also given a presentation of the current state of construction for the Pelham Replacement Project, including detailed site and landscape plans, and building layout.

Members: Linda Gallo, Hermann Helgert (Chair), Hugo Junghenn, Young-Key Kim-Renaud, Edward L. Murphree, Arthur Robinson, Pat Schwallie-Giddis, Catherine Turley, Paul Wahlbeck, Richard Windsor

Ex-Officio: Elizabeth Amundson, Brian Biles, Eve Dubrow, Juan Ibanez, Louis Katz, Craig Linebaugh, Jean Pec,

**END OF THE YEAR Report
Faculty Senate Standing Committee on
University and Urban Affairs**

**August 30, 2008
Acting chair, Prof. Stuart Umpleby
Department of Management
umpleby@gwu.edu**

UAUA Members 2007-2008

FACULTY

Acting Chair, Fall 2007: Lisa Benton-Short, Geography

Acting Chair, Spring 2008: Stuart Umpleby, Management

Dwight Cropp, Public Policy and Public Administration

John Dudte, Emergency Medicine

Susan LeLacheur, Health Care Sciences

Honey Nashman, Sociology

Gregory Squires, Sociology

Kathleen Steeves, Teacher Preparation and Special Education

EX-OFFICIO:

Michael Akin, Director, District of Columbia and Foggy Bottom/West End Affairs

Rob Cannady, Counselor, Multicultural Student Services

Greg Colati, Head, Special Collections, Gelman Library

Bernard Demczuk, Assistant VP for District of Columbia Affairs

Susan Hyatt, Director of Advancement, Gelman Library

Tim Kane, Office of Community Services

Louis Katz, Executive Vice President and Treasurer

Scott Mory, Executive Director of alumni Programs

Emily Morrison, ISCOPEs

Scott Pagel, Law, Executive Committee Liaison

The Committee on University and Urban Affairs (UAUA) helps to foster continued good relationship between GWU and the greater Washington, DC, metropolitan area. By tracking GW's already allocated resources and initiatives, the UAUA examines GW's community relationship and provides the university with a valuable source of advice on continuous improvement and possible future endeavors.

For academic year 2007-2008, the UAUA committee focused our energy on furthering community relations initiatives particularly in the Foggy Bottom/West End neighborhood. We worked on the following activities:

1. We supported the community building work of the FRIENDS initiative (in its fourth year). UAUA members have attended monthly meetings and social events (such as the annual October Blockparty, the December Holiday Party and the Spring BBQ).
2. Last year the members of the UAUA Committee reviewed the "Service-Learning at GW" report and unanimously endorsed its objectives and proposals. Several of the UAUA members, including Honey Nashman (Sociology), Stuart Umpleby (Management), Emily Morrison (ISCOPEs) and Lisa Benton-Short (Geography) have integrated Service-Learning into their courses and are particularly interested in ways that other faculty members could learn more about Service-Learning.
3. A highlight of our work this year is our own initiative, now in its third year, a monthly Faculty Speaker's Series that takes place off campus, at St. Mary's Court, a senior residential complex. UAUA members initiated and organized this series in conjunction with Iona Senior Services at St. Mary's Court. We scheduled our speaker's series to take place at lunch (St. Mary's sponsors a subsidized lunch program that is available to all seniors living in Foggy Bottom/West End). A list of speakers is attached.
4. The UAUA chair, Stuart Umpleby, attended a meeting with the GW Board of Trustees External Affairs Committee in Spring 2008 as a Faculty Representative. He provided an oral summary of UAUA activities and mentioned the increased

faculty use of the internet for co-authoring papers with colleagues on other campuses and often in other countries. Although administrators continue to focus on brick and mortar institutions, faculty members increasingly see themselves as members of an international community of scholars. One consequence of the increased international contacts is the spread of teaching methods such as service learning to other countries.

5. At the March 27, 2008 meeting a brainstorming meeting was held to discuss actions that the UAUA Committee might undertake in the future. See the report attached.

Christy Zink was unanimously elected to be the Chair of the UAUA Committee in the 2008-1009 academic year.

UAUA Speaker Series
LIST OF SPEAKERS 2007-2008
St. Mary's Court Speaker Series

September 19, 2007: Lisa Benton Short, Professor of Geography, "Immigrants in Washington, DC"

November 1, 2007: Jennifer Brinkerhoff, "Diaspora Philanthropy and the Loyalty of New Americans"

December 11, 2007: Mary Anne Saunders, speaking on interpersonal relationships

January 25, 2008: Christy Zink, Assistant Professor of Writing, "Where Shore Succumbs to Ocean: A Fiction Writer Standing at the Edge of Research"

February 29, 2008: Dylan Conger, Assistant Professor in the Trachtenberg School of Public Policy and Public Administration, "The No Child Left Behind Act"

March [?] 2008: Lori Brainard, Associate Professor and Director of the MPA, Trachtenberg School of Public Policy and Public Administration on the internet and community policing

April 21, 2008: Didi Hermann on stroke prevention for senior health

May 8, 2008: Bernard Demczuk, Assistant VP for District of Columbia Affairs, Historic U Street tour with lunch at Ben's Chili Bowl

May [?] 2008: Charis E. Kubrin, Associate Professor of Sociology, and Jessica Grosholz, graduate student in Sociology: "Crime in the News: How Crimes, Offenders, and Victims are Portrayed in the Media"

**POSSIBLE FUTURE ACTIVITIES FOR
THE UNIVERSITY AND URBAN AFFAIRS COMMITTEE OF
THE GW FACULTY SENATE**

Stuart A. Umpleby

Department of Management
The George Washington University
Washington, DC 20052
Umpleby@gwu.edu

March 27, 2008

Results of a Discussion during the March 2008 UAU Meeting

INTRODUCTION

On March 27, 2008, the University and Urban Affairs (UAUA) Committee of the GW Faculty Senate used a group facilitation method to brain-storm possible future activities for the committee. Stuart Umpleby facilitated the conversation. Other members present were Greg Squires, Tim Kane, Honey Nashman, Emily Morrison, Mike Akin, Christy Zink and Susan LeLacheur.

The Participatory Problem Solving (PPS) process, a modification of the Technology of Participation developed by the Institute of Cultural Affairs, involves two steps:

1. Identifying features of the problem
2. Specifying needed actions

Each step of the PPS process uses the Consensus Workshop method. This method entails five steps:

1. Context
2. Brainstorm
3. Cluster
4. Name
5. Resolve

In addition to guiding a conversation on possible activities for the committee, the exercise also demonstrated group facilitation methods, which can be used in organizational improvement activities both within GW and in organizations in the community.

The focus question was, **What future activities should the committee undertake?**

Before we began the discussion of future activities, Honey Nashman reminded the group of what the UAUA committee had accomplished in the past. The committee added a "service" category to the faculty annual report. The committee published Community Commitments and then helped it to move to a website. The committee discussed having a film festival in the summer to bring together university and community people. The committee considered holding a marathon. Recently the committee has organized a lecture series at St. Mary's Court, a retirement home near campus. During the discussion it was noted that we should work with faculty as well as with the community.

RESULTS OF THE EXERCISE

FEATURES OF THE PROBLEM

GW students are not well connected with DC students

Inner city education is often poor

More DC students should be coming to GW

Uneven development in the metropolitan area due to poverty, segregation, inequality
Insufficient programs for community members
Homelessness and gentrification

Disconnected faculty
Some faculty members are missing a sense of community involvement
Service is not a priority in promotion and tenure

Insufficient publicity is given to current service activities
Unrecognized current involvement of faculty in the community

Unexploited international service opportunities (students can work with clients overseas through the internet)

Noisy undergraduate students disturb people in nearby apartments, especially on weekend evenings

There is an opportunity for GW to be known as the leading "green university" in the metropolitan area

ACTIONS THAT THE COMMITTEE COULD UNDERTAKE TO SOLVE THESE PROBLEMS

Organize a civic engagement awareness campaign
Create a collective sense that it is important that GW is seen as a "good neighbor"
Expand the Service Learning brown bag lunch for faculty dialogue
Create service incentives
Explore relationships with public schools
Invite Mayor Fenty and Chancellor Rhee to speak about schools and education

Create a modified faculty annual report
Require detailed descriptions of service activities in annual reports -- service to university, profession, and community
Create a common database for annual reports, so information on current activities can be more easily assembled. Sedona is an example now used in the School of Business
Work with surveillance people in public health (Tim Kane knows Dan Hoffman). Use similar methods to find out what community service is currently being done

Make GW a premier urban research university
Work with the Center for Washington Area Studies
Explore community partnerships
Broaden community outreach

Create social opportunities to link DC and GW students

Hold lectures in community settings (MLK, East of Anacostia River)

Facilitate a town hall meeting involving community youths and GW students each year

Provide free beer

Provide avenues for service learning recognition

Include service in promotion and tenure decisions

Survey all departments on service activities and tenure decisions

Make UAUA a forum for specific city research needs

Organize a lecture series or conference on uneven development

Provide awareness of GW as a green university

Do a conference in October